

Interreg GROW RUP PROJECT

Joint Interregional Analysis
Good Practice Compendium
Action Plans



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Joint Interregional Analysis

Employment and green and blue jobs in outermost regions

GROW RUP

Entrepreneurship development and capacity building policies for
business creation and growth in outermost regions

<https://www.interregeurope.eu/growrup/>



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¹ The participation of co-author José Benedicto in this report was supported by the IPI2017010110 grant from the “Agencia Canaria de Investigación, Innovación y Sociedad de la Información” (ACIISI).

Foreword

This report aims at illustrating the potential value of green and blue economy in outermost regions presenting several best practices, initiatives and measures supporting the creation of employment in the regions involved in the GROW RUP project (Canary Islands, La Réunion, Madeira, Azores, Martinique) which could be replicated to increase green and blue jobs in those areas.

In this analysis, we will present how green and blue economy could be particularly interesting for outermost regions - and in general for islands - as living lab of innovation and sustainable development, with the idea of connecting regional and national authorities in Europe that are following the same pathway.

The goal is to provide evidences at European level about the opportunities of supporting green and blue activities and implementing circular economy principles in islands, which are territory particularly keen to become mentors of the 'closing the loop' philosophy. The other main objective is to investigate measures, policies and good practices in the field of employment creation and support which have been put in place in the partner regions and which could be applied to specific cases of green and blue economy and to the GROW RUP target group of long-term unemployed aged 30-45 years old.

We believe indeed in Europe and in the European Union as a framework that renders possible to harmonize the relations between individuals, institutions (public or private), organizations (profit or non-profit) and to foster innovation and collaboration in order to reach a well-balanced growth. In this sense, we intend to ally and innovate jointly to foster development both at local and European scale. If these seeds are nurtured in a fertile ground, the results will be undoubtedly more fruitful. This report aims at preparing the ground to activate synergies between GROW RUP project regions and possibly with other actors at EU level such as other outermost regions and other regions facing similar pathways.

Executive summary

The present report is the first output of the GROW RUP project. It provides an overview of the concepts of green and blue economy and an analysis of the state of the art of green and blue economy in outermost regions.

The report also provides a detailed description of measures, policies and programmes supporting entrepreneurship and green and blue jobs in the GROW RUP partner regions, which are Canary Islands, Azores, La Réunion, Madeira and Martinique.

Finally, the analysis includes a number of best practices selected by the partner regions that can be applied to specific cases of green and blue economy and to the project target group of long-term unemployed aged 30-45 years old. These practices will be presented and discussed with stakeholders during the interregional site visits organised in the first phase of the project to help partners draft an Action Plan tailored to their needs and interests for the improvement of their ERDF operational programmes.

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1 Introduction

The accelerating environmental and climatic changes transform our lives with radical speed. This change is becoming more and more apparent as it starts to affect the daily life of individuals, households and companies. **To adapt to these novel situations and circumstances, societies need to undertake transition processes in different levels and areas of life.** Furthermore, these transitions need to be coherent between each other and form a complex system to slow down the environmental impact and its manifold consequences.

Since 1972 and the report *The Limits to Growth* (D. Meadows et al., 1972), there has been a growing concern that an exclusively profit-driven economic growth without consequences and side effects is not viable. As an answer to this reflection, the concept of sustainable development emerged. The most common definition of **sustainable development** was formulated in the 1987 Brundtland Report (Brundtland Commission, 1987) as a ‘development that meets the needs of the present without compromising the ability of future generations to meet their own needs.’

According to this and the complex and imbricated system of environmental, societal and economic spheres, needs and limitations must be in balance. To reach balance, **the replacement of linear economy with circular one is gaining strength.** Circular economy focuses on industries, business strategies and models to design waste out from the system and the biosphere, in line with value reappraisal and creation. **The main aim of circular economy is to close the loops** (*Figure 1*). In some ways, the transition process is already in place, accompanying with new principles such as the waste hierarchy, the corporate social responsibility (CSR) or the extended producer responsibility (EPR).

OUTLINE OF A CIRCULAR ECONOMY

PRINCIPLE

1

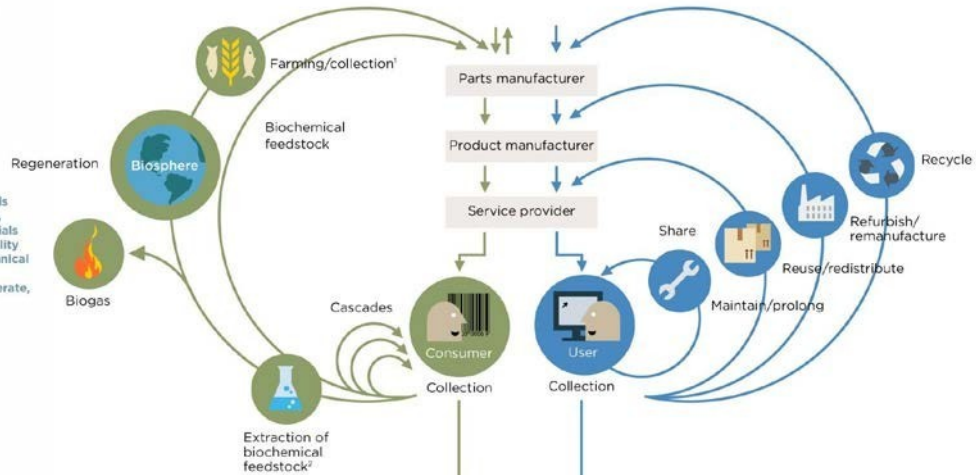
Preserve and enhance natural capital by controlling finite stocks and balancing renewable resource flows
 ReSOLVE levers: regenerate, virtualise, exchange



PRINCIPLE

2

Optimise resource yields by circulating products, components and materials in use at the highest utility at all times in both technical and biological cycles
 ReSOLVE levers: regenerate, share, optimise, loop



PRINCIPLE

3

Foster system effectiveness by revealing and designing out negative externalities
 All ReSOLVE levers

1. Hunting and fishing
 2. Can take both post-harvest and post-consumer waste as an input
 Source: Ellen MacArthur Foundation, SUN, and McKinsey Center for Business and Environment; Drawing from Braungart & McDonough, Cradle to Cradle (C2C).

Figure 1: System diagram of circular economy (source: Ellen MacArthur Foundation)

At an institutional level, the European Union has launched the “Circular Economy Package”² with the objective of supporting the transition towards circular economy. Circular Economy has become one of the priorities in the European agenda; the member states should promote measures to “close de circle” of life cycle of the goods through recycling and reutilization. In this package of measures, the transition to the circular economy is presented as an opportunity to increase European competitiveness, supporting economic development and job creation. The European Union action plan for Circular Economy is composed by a series of Directives (Directive 2008/98/EC³ and the Communication that modifies it on Waste; Directive 2013/2/EU⁴

² http://ec.europa.eu/environment/circular-economy/index_en.htm

³ <https://eur-lex.europa.eu/legal-content/EN/TXT/?uri=CELEX:32008L0098>

⁴ <https://eur-lex.europa.eu/legal-content/EN/TXT/?uri=CELEX:32013L0002>

on packaging and packaging waste; Directive 2011/65/EU⁵ on the restriction of the use of certain hazardous substances in electrical and electronic equipment). The European institution have also launched a series of strategies: the European strategy on plastics, the EU strategy against food waste, a communication on Blue Energy. Other Directives to be considered refer to sustainable energy measures (Directive 2012/27/EU⁶ on energy efficiency and Directive 2009/28/EC on the promotion of the use of energy from renewable sources).

The **closed systems that are the islands** echo the Boulding (1966) analogy of spaceship earth: The Earth is a spaceship, a closed space that only depends on its own resources and in which humans should find sustainable ways to develop their activities. Islands are a small model of the Earth where solutions that can be useful on a larger scale can be experienced; they are perfect 'laboratories' on a real scale to apply the principles of sustainable development and, in particular, the circular economy. The outermost regions are characterized by a series of barriers (isolation, reduced size...) that hinder not only their economic and social development, but also represent a challenge for a true change towards a circular model. Thus, **circular economy can be a solution to the limits and limiting factors that affect islands and, in general ORs**. The most relevant challenges found on islands are waste management and the pressure on the environment (for instances from activities such as tourism, fishery, farming...). But the transition to circular economy can also be a source of employment as new sectors of activity could be fostered.

Green economy is complementary to circular economy, and it includes aspects such as **ecosystem services** and it puts more focus on **social dimensions of development**. This makes the concept extremely multi-disciplinary and interlinked; a multidisciplinary approach is therefore required. Green economy is based on metabolisms, direct and indirect relationships between the environmental, social and economic dimensions⁷. In its simplest form, **Green Economy** coexist with the current economic model by promoting **low carbon emissions, efficient use of resources** and **being socially inclusive**. Already in 1989, Pearce et al. proposed that governments could design taxation systems to reduce pollution; this early example illustrates the role that decision-making has in the design of policies for sustainability.

The **Blue Economy is a concept integrated in the green economy**, as both terms address the balance of the improvement of human living standards and wellbeing with

⁵ <https://eur-lex.europa.eu/legal-content/EN/TXT/?uri=CELEX:32011L0065>

⁶ <https://eur-lex.europa.eu/legal-content/EN/TXT/?qid=1399375464230&uri=CELEX%3A32012L0027>

⁷ <http://satogames.es/2017/02/04/circular-economy-and-green-economy/> / and <https://www.unenvironment.org/explore-topics/green-economy>

the imperative to sustain ecosystem health. Blue Economy is focused on the economic development of the oceans, seas and coastal areas, incorporating the sustainable development in the management of the economic activity of marine resources, thus recognizing the importance of the seas and oceans as engines of the economy for its great potential for innovation and growth.

Greening the economic systems **not only leads to an increase in wealth, especially in ecological commons or natural capital, but also produces a higher GDP growth rate** (UNEP - *Towards a green economy - Guide for sustainable development and poverty eradication*)⁸. The UNEP also states that poverty eradication is linked to the maintenance and conservation of common ecological goods, since the flows of benefits of natural capital directly reach the most disadvantaged. In this sense, green and blue jobs have become the emblem of a more sustainable economy and society, able to conserve the environment for present and future generations. These jobs are linked to the reduction of the environmental impact of companies and economic sectors and being the opportunity for companies and institutions to achieve sustainable goals. They help reduce energy, raw materials and water consumption through highly efficient strategies, decarbonise the economy and reduce greenhouse gas emissions, reduce or completely avoid all types of waste and pollution, and protect and restore ecosystems and biodiversity.

There are **many green and blue sectors that offer remarkable opportunities for investment and development in terms of wealth and jobs**. Green and blue producers may, or may not, be specialized in the production of environmental goods and services and may produce them as main or secondary activities or even for their own use. It should be emphasized, however, that favourable conditions must be present to promote the transition to the green and blue economies. Such conditions include the implementation of appropriate fiscal measures and policy reforms at the national level, international collaboration in the field of trade, assistance and trade infrastructure, and support for capacity building. In this sense, active leadership is required in both the public and private sectors, where actors should cooperate actively, sharing information, knowledge, best practices, lessons learnt and ideas to steer towards a sustainable direction in the management of our common natural heritage.

⁸ <https://www.millenniumassessment.org/en/index.html>

In Europe, environmental economy companies have given employment to more than 4.2 million people and invoice more than EUR 700 billion in 2013⁹ (2.1% of EU GDP). These favourable figures have been possible due to the firm commitment of the EU to boost sustainable jobs as the basis for economic growth. This commitment has resulted in the implementation of a series of policies and initiatives. The **European Commission (EC)** is a good example of this active leadership. In 2014, the EC launched a ‘Green Initiative for Employment’, focusing on a series of actions to foster green jobs such as the forecast and overcome of green skills gaps in consultation with stakeholders; the exchange of good practices; the anticipation of change by ensuring transitions to greener jobs and promoting mobility (including skills-based matching through the ‘European Skills, Qualifications and Occupations’ initiative and the ‘European Job Mobility Portal’); the support for job creation through efficient use of EU funding instruments; the promotion of administrative capacity and promotion of public contracting and entrepreneurship; and the improvement of data quality through the regular collection of harmonized data and statistics.

Regarding **Blue Economy**, in 2017, it **represented 5.4 million jobs and a gross added value of almost EUR 500 billion per year in Europe**¹⁰. In this sense, the EC has developed a blue development strategy to reinforce the efforts of member states and regions and provide common building blocks for a successful blue economy. In the years 2014-2016, a total of EUR 800 million were allocated to marine and maritime research and innovation projects (more than EUR 260 million a year) thanks to the 2014-2020 EU research programme (Horizon 2020). Investment in the maritime economy has been provided by EU structural funds, in particular the European Regional Development Fund and the European Maritime and Fisheries Fund (EMFF). Approximately EUR 275 million from the EMFF were set aside to be managed by the Commission for maritime policy projects¹¹.

Other actions focus on education and training such as the ‘Erasmus for all programme’, which offers instruments for facilitating the mutual recognition of skills and qualifications, and better anticipations of skills and labour market needs. The strategy identifies five value chains which could deliver sustainability and jobs in the blue economy: tourism, shipbuilding and repair, transport, offshore oil and gas extraction, biotechnology, aquaculture and ocean energy.

⁹ https://ec.europa.eu/environment/efe/themes/economics-strategy-and-information/green-jobs-success-story-europe_en

¹⁰ https://ec.europa.eu/maritimeaffairs/policy/blue_growth_en

¹¹ https://ec.europa.eu/maritimeaffairs/sites/maritimeaffairs/files/swd-2017-128_en.pdf

In addition, the 'Blue Careers' is an EC pilot call for the creation of cooperation platforms between companies and the education sector at local/regional or transnational level. The project works towards the enhancement of career opportunities in the maritime economy. Besides, the 'blue labs' calls are projects focusing on young researchers to help them bring research results to the market. These initiatives have enabled the development of numerous projects that have enhanced blue employment. These projects have been funded within several blue fields such as biotechnology; advanced skills in safety, environment and security at sea; blue education for sustainable management of aquatic resources; sustainable entrepreneurship for stronger skills and new employment; or cooperation in education and training for blue careers.

Nevertheless, despite the increasing high-level adoption of blue and green aspects in the economic development of countries, problems and challenges remain. The lack of qualified personnel due to a mismatch between the competences demand of companies and the educational system offer, the lack of communication and cooperation between the education sector and industry, the lack of knowledge about employment opportunities in the green and blue economy and the issue of gender balance are challenges that have yet to be tackled.

2 State of play in outermost regions

2.1 Policy framework

The current EU Strategy for ORs, outlined in a Commission Communication published in 2017 (COM(2017) 623 final¹²), consists of a range of elements that support a transition to a greener economy. The Strategy, built in line with the Article 349 of the TFEU, explicitly recognises **natural capital, including biodiversity, as one of the core assets for the ORs' future development** as several economic sector, including tourism, fisheries, forestry and agriculture, depend directly on it. Furthermore, Blue Economy is recognised as one of the main ways to help socio-economic development. To sum up, traditional marine and maritime sectors, such as fisheries, shipping, coastal and cruise tourism, that provide jobs for the local population must become more sustainable. While new sectors such as marine renewable energy, aquaculture and blue biotechnology are still insufficiently developed, and they face the inherent challenges of developing sectors.

As far as climate change is concerned, the need to take appropriate action for adaptation and mitigation measures for climate change (e.g. coastal protection) is recognised as the outermost regions are particularly vulnerable to a range of specific climate change impacts, in particular to the rise of the sea level and extreme weather events such as hurricanes. Opportunities in the ORs to shift towards renewable, low-carbon energy solutions (e.g. wind, solar and geothermal energy) are recognised as well, as these regions often benefit from better renewable energy resources than mainland Europe. But these are not being used to their full potential due to technical, economic and legislative barriers. Furthermore, being unconnected to continental energy grids, the majority of the outermost regions are still dependent on costly imported oil for their electricity production as well as for transports (internal and external).

The operational programmes of outermost regions, adopted in the context of the EU Strategy and the EU's 2014-2020 programming period, include a range of needs and opportunities in line with green and blue economy. **The ORs identify environmental risks and ecological scarcities, especially those linked to climate change, that are prerequisites for their future development.** Similarly, all ORs explicitly highlight in their plans the need to increase energy security and/or move towards renewable energy sources. Aware of their rich natural capital, numerous ORs have identified

¹² http://ec.europa.eu/regional_policy/sources/policy/themes/outermost-regions/pdf/rup_2017/com_rup_partner_en.pdf

development and innovation as a focal area for key future development paths. In particular, **exploring opportunities for further growth in the tourism sector** (e.g. nature-based tourism) and increasing the added value of natural resource-based sectors. Finally, outermost regions pay explicit attention to increasing social inclusiveness and human capital in their territories.

The European Social Fund plus (FSE+) has, for the first time, made explicit the case of the Outermost Regions. In what concerns young workers' employment, the Regulation of the European Parliament and the Council recognizes that 40% of young people in the ORs are unemployed and, in 2017, the proportion of young people NEET (Not in Education, Employment, or Training) was high: 13.4%. Therefore, the concerned ORs should employ at least 15% of the concerned FSE+ funding in actions and structural modifications to support young populations groups. The budget line dedicated for the goal "Investment for employment and growth" is of EUR 376 928 934 (in 2018-year base price) additional funding.

2.2 Conditioning factors

Finding the means to support sustainable economic development is considered by many ORs as one way to improve the wellbeing of their citizens, including supporting employment, combating poverty and increasing social inclusion. However, a number of barriers to greening the economy and promoting the sustainability of relevant sectors has been identified by ten Brink et al. (2017), as described in the paragraphs below.

Remoteness and reduced scale

Their remoteness to mainland Europe, associate with their small scale, poses challenges to their ability to develop new sustainable economic sectors and/or undertake the required transitions in their current sectors of activity. This is mostly explained by the difficulty to benefit from economies of scale.

Insufficient Data

Accurate data to undertake robust predictions is very often missing. This data would be very relevant as sound decision making concerning targeted sectors (existing or new) requires of varied and accurate data.

Skills and awareness

Because the population living in the ORs is reduced the available human capital is also reduced. This supposes a burden when undertaking innovative actions that require of

technical and scientific know-how; as well this reduces the range of activities implying added-value outcomes.

Investment and supporting regulatory framework

The funds available to undertake the transition in ORs are dominated by public sources as private funding is reduced. Moreover, the regulatory framework that will have to steer the transition must be defined and adapted to ORs characteristics.

Environment and trade-offs

Environmental quality in ORs is sometimes compromised in ORs due to power water and soil quality and deficient waste management. The transition to sustainable models will suppose to deal with trade-offs and conflicts of interest (for instance the growth of tourism sector might impact into the local environment - transport related pollution and pressure on the environment).

2.3 Alternative presented by green and blue economy

As presented by ten Brink et al. (2017) green and blue economy present a series of opportunities for ORs, these are now presented. With the adequate support of innovation schemes, long-term sustainability of natural resources-based sectors can be achieved through product specialisation and added-value products. Innovative initiatives positive for employment creation can be associated to biodiversity and low-carbon related innovations, nature tourism and research linked to nature. This sets the ground for the development of innovative solutions for agriculture products, crops and fish farming. As well this can suppose the development on new markets.

Tourism, if developed within a frame that differentiates the ORs from mass tourism destinations and models, as a great potential positive impact. Sustainable tourism models will reduce the environmental impact of the activity and they will also be an opportunity for the valorisation of the local biodiversity and ecosystems. Although this transition will be challenging, with the adequate funding support, training and awareness campaigns tourism sector can become a strong ally for the sustainable development of ORs.

All the points presented previously will be sustained with adequate research, education and innovation linked to nature that will be the opportunity to provide transversal solutions to the development of economic sectors respectful of the local environment.

2.4 Priorities for the ORs

A number of key measures need to be in place to enable concrete uptake and sustainable mainstreaming of the above opportunities at OR level. These include investment and financing, a sound legislative basis and systems for defining and monitoring the sustainability limits and 'carrying capacities' of different sectors and ongoing research. As pointed-out by ten Brink et al. (2017) there are two main types of need: policy and funding needs.

Policy needs

Policies must be designed to support the transition in the long-term, without this sustained commitment in the long-term policies will not be successful. In that respect, policy makers and relevant stakeholders must be trained and aware of the challenges ahead. It is of most importance that the vision on green and blue economies must be shared and agreed, otherwise the projects that will be developed might not be congruent with the objectives underpinning sustainable development. The Smart specialisation strategies of each OR can play a key role as they might help channel knowhow and funding and they can play a pivotal role in this transition. Dedicated multidisciplinary platforms and networks of institutions, businesses and organizations can be of great interest in the transitions of green and blue economy as they can help define the shared visions and priorities. As ten Brink et al. point-out the Thematic Working Groups that are involved in the Portuguese Green Growth Coalition (GGC) can be good practices to be replicated.

Funding needs

Funding to support the transition to green and blue economy is key, especially in ORs as they must already face challenges that handicap their development. The Regional Operational Programmes are important sources of funding that can support activities, projects and innovative actions aiming at circular economy and green and blue economy. Some of the funding priorities and targets of ORs are: blue economy development, low carbon economy, biodiversity conservation, natural risk management, renewable energy, reduction of carbon emissions, recycling and/or tourism.

In practice this means that **public funding, both from the EU and regional budgets, has been made available, but more efforts still need to be made to better support employment in green and blue economic sectors from a financial point of view.** This is in fact the goal of the GROW RUP project which focuses especially on the support for one target group, that is long-term unemployed people aged 30-45 who have more difficulties in re-entering the labour market.

3 The Plan Choc of the Outermost Regions Employment Network

3.1 Justification for a plan for the creation and consolidation of green and blue jobs in outermost regions

In the renewed Strategy for the ORs (2012), the EU proposes to make a special effort in areas where it is possible to establish specific measures for job creation.

The **ORs' labour markets remain fragile and vulnerable** (see Figure 2), in particular because of their size and fragmentation in some cases and, above all, their **remoteness** from the European continent. The fragility of local labour markets is also characterized by a low attractiveness for the location of companies in the outermost regions and by the fact that **SMEs are the largest part of the entrepreneurial fabric in all the ORs**. This profile is hampered by difficulties in distribution and export, as well as access to finance.

The public policies that have been put in place are still far from mitigating the effects of the constraints of great distance and isolation. In fact, social inequalities persist while economic development is losing momentum. The most visible effect of the impact of the economic and financial crisis on the territories of the outermost regions was the **increase in unemployment levels**. The outermost regions are among the EU's regions with the highest unemployment rate, in particular among young people.

The structural problem of unemployment, which essentially reflects the negative confluence of the main characteristics of the ORs, requires specific and cross-cutting measures to solve it.

In this sense, the Presidents of the ORs when meeting for Annual Conferences - and in a Final Declaration produced in Saint-Denis de La Réunion – recognised the **need to tackle their economic and social situation** which was threatening economic cohesion, social and territorial development of their regions and they called for the establishment of **tailored measures and strategies to support development and employment**, especially in those economic sectors that have the potential for growth and innovation, such as the ones related to green and blue economy.

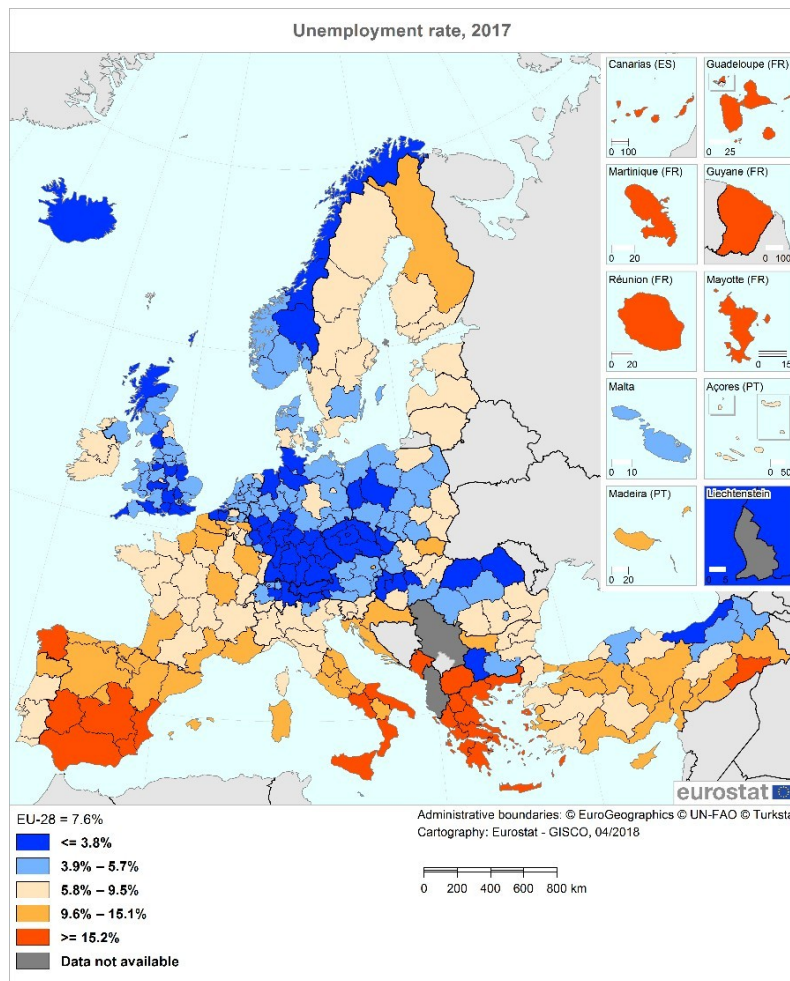


Figure 2: Unemployment rate in the European regions (Eurostat, 2017)

On the basis of this recognition, it was decided to set up a network of the outermost regions focused on employment - the Outermost Regions Employment Network - by signing a protocol in Brussels on 30 September 2014 together with the European Commission and the three Member States (France, Portugal and Spain). The protocol was signed by the presidents of the three Outermost Regions. The Outermost Regions Employment Network was presented to the commission and the three Member States during the 2nd Forum of the Outermost Regions. The creation of this network was aimed at strengthening the social dimension of the outermost regions by implementing joint actions at OR level.

The Outermost Regions Employment Network drafted a **'Plan Choc' for the creation and consolidation of green and blue jobs in ORs** (the 'Plan Choc' was presented in November 2015). Green and blue economies have emerged as two highly potential innovative economic sectors, able to support business and job creation and to contribute to overcoming unemployment in the regions. This Plan encompasses a

range of specific measures to uptake to promote employment and training in the ORs, with a view to green and blue economic sectors.

3.2 Measures foreseen by the Plan Choc

3.2.1. Employment Training Programmes

- Adapt the offer of Vocational Training for employment to the needs of the economies of the ORs and to the new sectors of green and blue economy and other related sector areas. This takes into account the National System of Qualifications and Vocational Training of the concerned Member States.
- Promote educational offers both online and offline.
- Train the trainers of the field of training for employment.
- Integrate European dimension in training for employment by encouraging participation in training projects and work exchanges in other European countries.
- Promote the transfer of knowledge through the development of a mobility support system.
- Analyse and make a diagnosis of the current needs of the productive system of skilled and unskilled labour in order to develop more tailored training plans.
- Strengthen vocational training by highlighting the practical part of training, adapting training to the requirements of productive systems and encouraging entrepreneurship from the most basic levels.
- Conduct a continuous assessment of current needs and emerging market needs for training. This should involve opening up a permanent communication channel with companies and collaborating entities, and implementing training plans and programmes, both in the short and medium term, anticipating the requirements of the productive system.
- Integrate the resources of universities and higher education centres in the ORs into the field of training for employment.
- Encourage the access of untrained workers to regulated training so that they can subsequently gain access to vocational training which will improve their employability.

3.2.2. Employment Opportunity programmes

- Establish incentives for recruitment in emerging sectors and with strong prospects for job creation. This should be accompanied by information and advice on the characteristics of these sectors and the professional skills they require. This must be especially taken into account in the sectors related to

renewable energies, sustainable tourism, new technologies, eco-industries and rehabilitation of buildings.

- Support economically the recruitment of unemployed people, especially long-term unemployed ones. This economic support should come from public sector.
- Establish incentives to encourage the recruitment of young people, through programmes that combine training and employment.
- Conduct an analysis of the opportunities offered by new employment sectors, especially activities related to the blue and green economy.

3.2.3. Enterprise Programmes

- Develop common protocols of action in coordination with relevant stakeholders such as entrepreneurs of the sectors of the blue and green economy of the nine outermost regions.

4 GROW RUP Approach

As highlighted in the sections before, the outermost regions (ORs) have to deal with a number of difficulties related to their geographical characteristics, such as remoteness, insularity, small size, climate, which have usually acted as a constraint on their development. In addition to these structural features, the economic crisis from which Europe has suffered in the last years has further jeopardised their economic development.

GROW RUP fits in this framework in two ways:

- By boosting SMEs competitiveness and entrepreneurship and targeting long-term unemployed people in the ORs;
- By supporting green and blue development with a view to deliver more resource efficient and sustainable economy activities in those territories.

The project will allow partner organisations to exchange experiences, practices and ideas among them, as well as with relevant stakeholders, and thereby find solutions to improve their regional approaches.

Joint interregional analysis

The present report is the first output of the GROW RUP project, with the aim of giving an overview of the concepts of green and blue economy and an analysis of the state of the art of green and blue economy in outermost regions.

The report also provides a detailed description of ERDF measures and/or other regional/national measures supporting entrepreneurship – and green and blue jobs - in the GROW RUP partner regions (Canary Islands, Azores, La Réunion, Madeira and Martinique).

Moreover, partners have included in the analysis a number of best practices from their regions which can be applied to specific cases of green and blue economy and to the project target group of long-term unemployed aged 30-45 years old.

Interregional learning process

A key element of the project are interregional site visits, where project partners share strategies and experiences on specific themes and brainstorm with policy-makers and stakeholders to select a number of best practices. Following interregional site visits, partner regions organise workshops for organisation staff and local stakeholders to present to the results of the site visits, validate the selected best practices and develop guidelines for the drafting of the action plans.

GROW RUP learning process is conducted during 2017-2019, after which the findings are collected, analysed and compiled into **regional action plans to improve partner regions' ERDF operational programmes** and into the GROW RUP compendium and guidelines.

Action Plans for regions' ERDF operational programmes

In 2019-2021 GROW RUP will move from learning to implementation. Regional actions plans will be put into practice and their progress will be closely monitored. Project recommendations and results will be widely disseminated to the other ORs not involved as partners in the project, as well as other EU regions to provide them with the chance to take and replicate the lessons learnt.

Inform future ERDF operational programmes for ORs

One of the objectives of the project is to explore the ERDF operational programmes and to propose collective and ideas to adapt these programmes to ORs characteristics.

5 Regional analysis: Canary Islands

5.1 State of play

The business structure of the Canary Islands is characterised mainly by SMEs, which are usually family-owned and excessively dependent on the local market and have proven to be unable to cope with the economic crisis, leading to a sharp decrease in the number of enterprises in the region. In fact, entrepreneurial rate in the islands is 5.70% lower than the national average.

In this context, it is **necessary to promote policy measures able to increase the competitiveness, differentiation and productivity of SMEs and to enable the renewal of industry and the uptake of innovations**. On the other side, unemployment rate in Canary Islands (20,6% in 2018) is much higher than the rate of EU28 (7% in 2018)¹³. Measure 3a aims already at boosting entrepreneurship and supporting the creation of new companies (especially technology-based, innovative and internationally oriented ones) and ensure their financial viability and effective growth. Still, the measure does not target directly unemployed people, and as such does not ensure a direct impact on employment thus limiting its potential. At the same time, even if Canary Islands RIS3 has settled down as specific priorities the support for green and blue development, there are no dedicated measures for entrepreneurship in those sectors.

Through the improvement of Canary Islands' ERDF operation programme the Lead Partner of the GROW RUP Project – the Employment Service of the Government of Canary Islands – expects to ensure a stronger connection between the Smart Specialization Strategy and the ERDF operation. Green and blue economic activities represent in fact crucial innovation intensive economic fields that have the potential to promote not only the economic growth of the islands but also a more sustainable and efficient use of resources.

Key figures on employment and green and blue economy in Canary Islands

Budget allocated to the inversion priority 3a of your operational programme (Private investment combined with public subsidies) ¹⁴	EUR 12.828.158,85
Budget allocated to the inversion priority 3a of your operational programme (Private investment combined with public help other than subsidies)	EUR 22.430.000,00
Enterprise birth rate	9,1%

¹³July 2017 < http://ec.europa.eu/eurostat/statistics-explained/index.php/Unemployment_statistics

¹⁴http://www.gobiernodecanarias.org/cmsgobcan/export/sites/hacienda/dgplani/fondos_europeos/galeria/PO-Canarias-v-2-1.pdf , Page 97

Enterprise death rate	10%
Average size of 3-5 year old enterprises / Employment in 3-5 year old enterprises	95,83% of Canary Islands' enterprises are microenterprises with up to 9 employees, of which 54,93% are companies without employees
Unemployment rate 2017 (first trimester) ¹⁵	25,6% (279.770 unemployed people in the region)
Unemployment rate 2018 (First trimester) ¹⁶	20,62% (228.410 unemployed people in the region)
Unemployed rate for people aged 30-45 2018 (First trimester) ¹⁷	19,2% (166.300 unemployed people in the region)

5.2 Competences and activities of the GROW RUP lead partner

The Employment Service of Canary Islands (SCE) is an autonomous administrative body, attached to the Ministry of Employment, Social Policies and Housing of the Canary Islands Government with the responsibility of supporting active labour insertion in the archipelago.

Its mission is indeed to promote and strengthen employment and training of the population (employed and unemployed people) in the region. Its work is focused on labour market analysis and intermediation, employment promotion, information, guidance and training. The body also carries out actions to support and promote social economy.

SCE provide citizens with support through different channels, face-to-face appointments, by phone and via telematic tools.

¹⁵http://www.gobiernodecanarias.org/istac/temas_estadisticos/empleo/empleo/actividadeconomica/E30308A.html

¹⁶http://www.gobiernodecanarias.org/istac/temas_estadisticos/empleo/empleo/actividadeconomica/E30308A.html

¹⁷http://www.gobiernodecanarias.org/istac/temas_estadisticos/empleo/empleo/actividadeconomica/E30308A.html

5.3 Other regional bodies working in the field of employment and entrepreneurship support

Canary Islands' foundation for the promotion of employment

The Foundation is a non-profit organization created by the Government of the Canary Islands. Its main goal is the promotion of employment by cooperating with the regional Government in order to generate employment in the Canary Islands and propose solutions to the high rates of unemployment that affect the region.

Unit for Educational Cooperation and Promotion of Employment of Las Palmas University

This is a unit created with the objective of coordinating and channelling the collaboration between the University and public and private companies and entities in the field of educational cooperation and labour insertion.

Its work is mainly aimed at promoting the employment of undergraduate and graduate students providing the following services:

- internships in companies
- professional development courses
- job centre
- promotion and promotion of entrepreneurship

General Foundation of University of La Laguna

The Foundation was created with the objective of connecting students and the socioeconomic environment of the island. Among other services it implements two projects for the support of employment:

- ITINERA programme supported by the Employment Service of Canary Islands, whose objective is to accompany and advise students in the labour insertion process
- MOBILITY programme providing scholarships for internships in companies located in other EU countries

Local Employment and Development Agencies

These are services dependent linked to local administrations, boosting local economies and supporting local employment. Their main fields of action are:

- training, in close collaboration with the Government of Canary Islands;
- creation of employment promoting business projects, the hiring of disadvantaged groups and self-employment;
- technical assistance, offering information on calls for grants and aid for the creation or modernization of companies, legal advice and conducting feasibility studies.

Trade Unions

Unions of workers, such as STEC-IC, SEPCA, ANPE, CSI-F, etc located in the region whose aim is to protect and advance the interests of their members in the workplace.

5.4 Regional policies/measures/programmes supporting employment

Within the Plan Choc, the Canary Islands have identified a number of specific measures to support employment and training in particular in the green and blue sectors. Concerning training and professional qualification, the region committed to:

1. Implement a certified and intensive training programme combining the fields of renewable energies and maritime studies and which is complemented by the study of languages spoken in the ORs: Portuguese and French, plus English. This programme should include the possibility of doing an internship in one of the ORs. The composition of the training programme should be composed as it follows: 75% vocational training and 25% language training.
2. Provide training to unemployed people from sectors with weak growth prospects. For example, new job skills related to energy efficiency, the rehabilitation of buildings or the maintenance of renewable energy equipment should be provided to the unemployed who come from the construction sector.
3. Create and disseminate a qualification matching system that is efficient, dynamic and functional. This system could comprise a digital infrastructure to facilitate and make its use easier.

Concerning employment support, the measures adopted by the region are the following:

1. Generalized reduction of social security contribution rates and subsidies to contracts in emerging sectors that recruit unemployed people from sectors in crisis situations.
2. Organisation of dissemination campaigns on recruitment aids and incentives and subsidies to companies.

5.5 Best practices identified in the region

Best practice #1

Title: PFAE - Programa de Formación en Alternancia con el Empleo: Training programme in alternation with the employment

The PFAE (*Programa de Formación en Alternancia con el Empleo* - Training programme in alternation with the employment) is a public employment-training programme for unemployed people without specific training in a profession. The aim is to facilitate access to work through apprenticeship and professional experience in an occupation to disadvantaged groups of people, as young jobseekers, disabled, long term unemployed, older than 45 jobseekers, etc. Public organizations and NGOs located in Canary Islands can apply for the programme. The development of the project is responsibility of the rewarded organization, and the follow up, assessment and external guidance are responsibility of the Regional Public Employment Service of Canary Islands, *Servicio Canario de Empleo*. The current and updated regulation of PFAE can be found at: <http://www.gobiernodecanarias.org/boc/2018/174/005.html>.

The following examples of PFAE trainings show how the programme is used in Canary Islands in activities related with green, blue & circular economy with the goal of including disadvantaged groups of jobseekers in jobs related with these growing sectors of the Regional economy. During these PFAE projects, participants have the dedication time divided between theoretical and comprehensive education, and actual working time experience (under a labour contract). The projects last for eleven months in which participants receive training oriented to get the adequate certificates of professionalism, as well as additional training is carried out during effective work in a real environment that enables them to acquire professional experience aimed at the acquisition of vocational skills which will facilitate their insertion into the labour market.

Here are presented some examples of PFAE initiatives:

PFAE - Servicio de conservación y mejora del monte para la protección de la población rural

In this practice, the promoting organisation is an association for rural development in the island of La Palma (*Asociación para el desarrollo rural de la isla de La Palma – ADER La Palma*). The training programme started on 30/12/16 and it last until 12/01/18.

The objective of the project was to provide beneficiaries with the necessary training so that they can work on maintenance and conservation of the forests in La Palma island and to exploit other employment possibilities in the forestry sector.

The target group of this training programme were people aged 30-50 years old with no education background or with only primary school who received a final certificate and who received a salary during the training period. The beneficiaries involved in the training were 15.

This training programme was innovative for the island, since it was the first time that this subject was taught. Students received a Certificate of Professionalism in Auxiliary Activities for the Maintenance of Forests. In addition, they received complementary training for the use of forest resources and composting, as well as training on beekeeping, honey extraction and cultivation of almond trees. The project also responded to the need of the island to avoid hydrological risks and the uncontrolled action of fire. Moreover, undertaking maintenance services for improvement and conservation of the mountains of the island is fundamental to protect local populations and the environment. For all these reasons, it is necessary to have qualified human resources able to take care of the mountains and forests of La Palma.

PFAE - Proyecto BREZO

The PFAE BREZO project involved 15 unemployed people with disabilities who were receiving a training course to obtain the Certificate of Professionalism for installation and maintenance of gardens and green areas. The training programme started on 19/12/2016 and it last until the end of 2017 (19/12/2017).

The training was 564 hours long, including a period of work in companies of the sector to reinforce the knowledge acquired during theoretical training. Moreover, the training was complemented by another two modules, one on garden centres and the other on prevention and management of agroecosystems' health. The training aimed to promote environmental sensitization of participants, as well as workshops in groups to prepare beneficiaries to enter the labour market. Follow-up and employment support was foreseen, depending on the needs of both participants and companies.

PFAE - GJ. Aqua. Socorrismo en instalaciones acuáticas

The project aimed to form 15 unemployed young people of the municipality of Santa María de Guía enrolled in the Youth Guarantee Program. The programme started in 2016 and it will last until 2018.

Beneficiaries received a training program combined with a period of work in the tourism sector. The aim is was for them to acquire knowledge to ensure the safety of users of swimming pools in the municipality of Santa María de Guía, preventing potentially dangerous situations and effectively intervening in case of an accident or emergency situation in these facilities.

PFAE - GJ. Arucas y la seguridad de sus espacios acuáticos

The project aimed to form 15 unemployed young people of the municipality of Arucas enrolled in the Youth Guarantee Program. The organisation engaged in the implementation of the programme is the Municipality of Arucas. The programme started in 2016 and it last until 2018.

This training aimed to teach beneficiaries prevention of aquatic emergencies for users of the beaches and bathing areas of the municipality and of the Gran Canaria Island in general. As for the other project, 15 young people received a training in conjunction with a period of work in the municipality. At the end of the project all the participants were hired by companies dedicated to beach and sea safety services.

Best practice #2

Title: PLOCAN

PLOCAN (The Oceanic Platform of the Canary Islands) is a Research Infrastructure co-funded by the Economy and Competitiveness Ministry of the Spanish government and the Canary Islands government and by the European Regional Development Fund (ERDF) under the Operational Programme of the Canary Islands (INTERREG MAC 2014-2020 Programme).

This multipurpose infrastructure provides support for research, technological development and innovation in the marine and maritime sectors. PLOCAN offers services to public and private institutions, the platform proposes onshore and offshore experimental facilities and laboratories. Due to its experience and proficiency, PLOCAN is one of the regional leaders in large national and EU marine/maritime projects. The recent more relevant projects (among others), are: Atlantic Ocean Research Alliance Support Action (AORA), Optimizing and Enhancing the Integrated Atlantic Ocean Observing System (Atlantos), Consolidating the European Research Area on biodiversity and ecosystem services (Biodiversa), Communication and Dissemination of Activities in the Marine-Maritime Sector (CODIMAR).

PLOCAN is an example of a successful initiative built on the identification of local opportunities and international collaboration in the blue sector. The Platform is an important employer in the region and it fosters the international recognition of research quality in the Region. Although directly the employment created by PLOCAN is qualified but has the potential to support activities that would potentially foster the employment of technical profiles.

PLOCAN is partner in projects financed by the Operational Programme of the Canary Islands, INTERREG MAC 2014-2020 Programme:

ESTRAMAR: Estrategia Marino-Marítima de I+D+i en la Macaronesia:
<http://www.plocan.eu/index.php/en/info-destacada/mac-project/209-project/closed-projects/1189-estramar-en>.

The objective of the ESTRAMAR project is to promote marine and maritime R&D of the European and African Macaronesian regions so that their approaches and results are addressed to contribute to the best articulation of the scientific - technical - company system, in fields such as security and sustainability in transport, maritime tourism and ports, increasing the protection of coastal areas, resources and marine biodiversity and the forecasting and management of natural risks. This is a way to contribute to promote the socio-economic development of these regions, in keeping with international goals.

This objective is a specific contribution to improve the insufficient R&D system, in a specific area, i.e. the marine and maritime sectors, where the Macaronesian regions have conditions and own potentialities that if exploited will provide significant value to its development. The previous experience and the agreements between the partners and other agents of the sector will guarantee a further strengthening of a solid foundation of cooperation and financial sustainability.

MacSIMAR:
<http://www.plocan.eu/index.php/en/info-destacada/mac-project/209-project/closed-projects/1198-macsimar-en>

The objective of the MacSIMAR project is to enhance R+D+i capacities in the fields of climatology, meteorology and operational oceanography, through the components of modelling, monitoring and dissemination of information in a timely manner and in a scale that is appropriate to the sectors on which they depend on. The project supposes a network integration that participates (from the privileged position of PLOCAN in the Atlantic) to the aims of the EU of creating the European Observation and Information Network (EMODNet). This will be achieved through the consolidation and development

of devices and existing capabilities. The project proposes incorporating innovation, supported by the business sector, in the development of devices (models, platforms and sensors), contributing to promote the European Strategy for Marine and Maritime Research, in accordance with the Galway and Aberdeen priorities. The results and products will be available in real and delayed time, providing a better organization between the scientific-enterprise system, in specific fields such as security, maritime and port management, transport, fisheries, tourism, resource protection and coastal areas management.

Best practice #3

Title: Build in Green Project (Proyecto Construye en Verde) - Cluster Canario de Construcción Sostenible

The *Build in Green* project (financed by the ESF - <http://www.innovalia.org/cev/index.php?lang=en-GB>) pursues to increase companies and workers competences in the sector of building and retrofitting regarding sustainability. The general objective is to promote a change towards a more sustainable activity in the building and retrofitting sector, in order to reduce environmental impacts of their activity. With this purpose several actions were carried out in the localities of Santa Cruz de Tenerife (in Canary Islands) and Málaga (Andalucía, mainland Spain).

Developing resources:

- * Elaboration of Guide-Books: Methodological guide of sustainable building and retrofitting; guide for business restructuring and new sustainable business models; and guide of good practices in sustainable building and retrofitting.

Training:

- * Two training courses were accomplished regarding sustainable building and retrofitting; a classroom-based training and another complementary course in the modality of tele-learning. These training actions were designed for architects, engineers and other professionals of the sector.

- * Personal consulting was proposed to whom was going to create a new company or wanted to change their business model for a more sustainable one.

The *Cluster Canario de Construcción Sostenible* (Canarian Sustainable Building Cluster), partner of the project, was created in 2009. This professional and business organization is a non-profit and independent organization which aim is to modify the mindset of the sector in the Region to make it more sustainable. The cluster is

composed of companies and independent professionals ranging the whole sector: architecture, energy, water, materials, engineering, demotic, Research and Development and city planning. The cluster is an example of how the stakeholders in a sector are willing to modify their practices with the objective of increasing the sustainability of their activity.

Best practice #4

Title: EWASTE

EWASTE is a business project supported by the Department of economic promotion of the Canarian Government within the framework of support subsidies granted in 2016 and part-financed with ERDF European SMEs. The current regulation of the programme can be found here (in Spanish): <http://www.gobiernodecanarias.org/promocioneconomica/PYME> . It is a project of industrial development from by-products recycling process, whose cost amounted to EUR 8.390, of which 46% was funded by the Department of Economic Promotion.

EWASTE has become a world leader in the sector of recycling of waste of electrical and electronic and refrigerant gases. EWASTE is an example of a successful company that is internationally renowned for its good practices in waste management; the company operates one of the most advanced electronic and electrical equipment waste treatment plant in Europe. The company has reached outstanding levels of greenhouse gases decontamination (99,8% of these gases are treated), the plant can treat more than 100 different types of devices. The objectives of this company are: 1) Environmental protection; 2) To recover raw materials with a high degree of purity in compliance with the latest very strict European standards; 3) To recycle waste in accordance with the principles of proximity and self-sufficiency; 4) To foster diversification of the economy and the creation of high qualification green-sector jobs; and 5) To drive endogenous potential for development and consolidation of an industrial fabric related to recycling based on criteria of quality, innovation, efficiency and respect for the environment. The company has also a strong social commitment as over 40% of our workforce has disabilities or belongs to groups at risk of social exclusion.

These characteristics place the company as a clear example of how it is possible to successfully combine economy, social and environmental goals.

Best practice #8

Title: Ecoareas “Mardetodos”

The Canary Islands are renowned for their climate and natural beauty, which is why every year they receive the visit of millions of tourists. To maintain this, their natural spaces must be preserved and managed appropriately. *Ecoáreas - Mardetodos* (Ecoareas - Oneseaforall) is an innovative Blue Economy initiative that seeks to transform the use and management of coastal areas into a model that rewards and promotes sustainable and responsible practices. The project is financed by the Tourism, Culture and Sport Board of the regional government of the Canary Islands and supported by ERDF Funds of the Avanza Plan of the European Union (Operational Programme for Canary islands 2014-2020: http://www.gobiernodecanarias.org/turismo/dir_gral_ordenacion_promocion/feder/index.html).

The aim of the Eco-areas project is to become a channel for all the challenges faced and proposals made by both individuals and entities that are committed to improve the sustainability of Canarias’ coastline; the final objective being the preservation of the natural values and to foster the sustainable use of the sea: <http://ecoareas.org/wp/red-ecoareas/>. To achieve this aim, eco-areas project creates dynamic coastal areas using a participatory approach in a bottom-up model, where those that benefit from them have a voice. The Eco-areas are drivers to develop numerous activities in an orderly and sustainable manner, while at the same time encouraging the creation of synergies among them. Good examples of activities with ecotourism potential are: swimming, scuba-diving, snorkelling, the different types of surfing, kayaking, gastronomic tourism, recreational fishing and, of course, professional fishing.

6 Regional analysis: La Réunion

6.1 State of play

La Réunion presents a dynamic but fragile economic sector due to the region's structural features as referred to in Art. 349 TFEU and due to the challenges posed by the current economic situation. As it happens in other ORs, its territory is characterised by one of the highest unemployment rates at EU level.

In addition, Réunion's economic sector is mainly composed of microenterprises and, although in the last decades the region has experienced a certain vitality in terms of entrepreneurship, it has decreased considerably due to the effects of the economic crisis. In this context, the support for business creation and growth, especially in the strategic sectors defined in the region's RIS3 (which specifically refers to green and blue economy), represents a key priority for Réunion's public authorities, conscious of the fact that this line will contribute to achieve smart, inclusive and sustainable growth at regional level and will help to exploit its untapped potential.

Currently no dedicated measures are foreseen in line with RIS3 priorities and there is an unaddressed gap between unemployment and entrepreneurial opportunities. If measures are indeed foreseen under ESF for training and support to employment, the opportunities for unemployed people linked to the development of the green and blue economy remains unexploited. By improving ERDF measures for SMEs creation and competitiveness, the project aims at filling this gap in La Réunion.

Key figures on employment and green and blue economy in La Réunion

Amount of money allocated to the inversion priority 3a of your operational programme	EUR 25,4M (ERDF)
Enterprise birth rate	11,8%
Enterprise death rate	1,1%
Survival rate of 3-5 years old enterprises	64%
Share of 3-5 years old enterprises	19,9%
Average size of 3-5 years old enterprises	1,2
Employment in 3-5 years old enterprises	12 058 (10,4% of the total employment)
Unemployment rate	22,4%
% of unemployed people aged 30-45 out of the overall amount of unemployed people	57,7%
% of long-term unemployed people receiving ERDF support	ESF support

% of enterprises working in green/blue economy sectors 15,4%
out of the total of enterprises receiving funding/subsidies

Estimated amount of people working in blue economy 1 470

Sectors

Estimated amount of people working in green economy 37 800

Sectors

6.2 Competences and activities of the GROW RUP partner organisation

The Regional Council is a public local authority created in 1982 following the decentralisation process organizing administrative powers between the French State and local authorities.

New responsibilities under the actual legal framework (August 7th, 2015 act):

- Responsible for the economic development of the Region
- Territorial Planning
- Regional planning of waste management and prevention
- Management of non-urban transport services and network

Preserved competences:

- Management of regional passenger transport service
- Implementation of actions concerning vocational training and apprenticeship
- Construction, maintenance and operation of high schools and educational institutions specialised in agricultural training

The Regional Council of La Réunion Island also acts as the Managing Authority for European Regional Development Fund for the programming period of 2014-2020, including funds dedicated to European Territorial Cooperation goal specified by the Operational Programme INTERREG V « Indian Ocean »

6.3 Other regional bodies working in the field of employment and entrepreneurship support

- Employment office (Pôle Emploi): Public service, assisting job-seekers in their job search and meeting the recruitment needs of companies
- Chamber of commerce
- Chamber of trades and crafts
- Association for the Right to Economic Initiative (ADIE)
- Foundation “Initiative Réunion”
- Foundation “Réunion Active”
- PEPITE, a student entrepreneurship programme.

6.4 Regional policies/measures/programmes supporting employment

Measure #1

Financial instruments for SME creation and development

According to a survey, realized in 2011, access to finance remains the most critical obstacle to enterprise creation and development: 55% of project runners were to bring more than 80% of the capital necessary to start their activity. This credit-crunch particularly affects small and innovative companies, whose risk profile deter traditional investors and banks, focused on established sectors and firms. Moreover, the latest capture the major part of public subsidies, which require liquid assets.

As a consequence, the emergence of new comers and fields of activity is constrained; inhibiting the necessary regeneration and transformation of the economy. To counteract these effects, influence investors and sustain the creation of new growth paths, the Regional Council has decided to develop new financial instruments. Following an ex-ante analysis on local financial solutions, the Regional council is currently implementing a EUR 112.000.000 fund of funds, whose capital will come from ERDF dotation, the European Investment Bank, the French Investment Public Bank, as well as the Council own resources.

This fund will propose three types of instruments:

- Medium and long-term soft loans (50% of market rate), EUR 66.000.000
- Equity tools, including support for innovative firms, representing EUR 44.000.000
- Guarantees: EUR 2.000.000

Measure #2

Regional programme for economic insertion (ex-NACRE)

In 2017, the newly created French Agency for Entrepreneurship launched a call for interest dedicated to the stimulation of entrepreneurship in fragile territories (affected by sluggish economic growth and/or mass unemployment), with a special attention to marginalized public. This support will replace the previous NACRE dispositive, which had been financing micro-credit and economic insertion structures for years.

This call for interest presented a critical importance for La Réunion, where unemployment affects 23% of the active population and up to 40% for people under 29. 55% of unemployed people have been inactive for at least a year. Besides a demographic issue, job opportunity appears particularly limited by the nature of the productive sector: 72.6% of the active firms employing nobody, and 96% less than 10 people.

In that context, the Regional Council has proposed to implement a territorial network to support the economic insertion and self-employment of social public through enterprise creation and takeover. This network will be designed to clarify and simplify the services delivered by support structures (through cooperation), increase the number of beneficiaries (only 22.5% of entrepreneurs being accompanied today), limit the obstacles to entrepreneurship and sustain the growth of firms.

To setup this network, a regional call for interest will soon be organized to select the competent organizations, whose intervention will be compensated through public subsidies. The programme will offer a clear, easily accessible and exhaustive support to potential entrepreneurs, through:

1) Information

Before creation, project leaders will benefit from a personalized meeting and diagnosis, to qualify their needs and resources and identify the most relevant financial and human support resources available.

2) Project setup

The selected support structures will then accompany project leaders to make their ideas concrete through:

- Feasibility validation (technical, financial, human, and legal aspects)
- Economic potential evaluation (market evaluation; business model and business plan)

- The structuration of presentation and administrative documents
- The connexion to financing organizations, both private and public.

3) Training and advice to start the activity

Training sessions and meetings will aim at reinforcing the capabilities of project leaders to assume autonomously the administrative, financial, fiscal and commercial dimensions of their activity. To increase the viability of newly created enterprises, scoreboards and business intelligence tools will be deployed.

4) Post-creation follow-up

According to the latest survey, more 58% of firms put an end to their activity in the five first years. A special attention will thus be dedicated to a life-long support, through “à la carte” advices and training session, to address strategic as well as daily issue.

This regional programme can count on EUR 1.000.000 (EUR 500.000 from the Regional Council; EUR 500.000 from FEA) and the organisations in charge of its implementation are: Regional Council, France entrepreneur Agency, Caisse des dépôts et de consignation and DIECCTE.

Measure #3

Regional employment grant

The Regional Employment Allowance is granted by the Region to Small and Medium Enterprises which create one or more productive jobs in La Réunion. The aim is to promote job creation and the recruitment of people in difficulty. Main target groups are small and medium enterprises, operating in specific economic sectors such as craft, industry, tourism, ICT, etc.

This programme counts on EUR 1.000.000 of funds. Subsidy ceilings range from EUR 15.0 per job created up to EUR 500.000 per project. The Regional Council is the organization engaged in the implementation of the measure.

The intervention covers:

- 40% of the gross remuneration subject to social security contributions paid during 2 years for recruitments on permanent contracts
- 40% of the gross remuneration subject to social security contributions paid during a maximum of 1 year for recruitment of "disadvantaged" people
- 40% of the gross remuneration subject to social security contributions paid for a maximum of 2 years for recruitment of "highly disadvantaged" people

An additional bonus of 10 points is awarded to firms exploring new market opportunities or engaged in an innovation process. Another bonus of 20 points is granted for hiring handicapped works. These two bonuses can be cumulated, if the job created fulfils both conditions.

6.5 Best practices identified in the region

Best practice #1

Title: Simplifying access to business support schemes: the SAV (support, accompany, enhance)

Following the August 7th 2015 law, the Regional Council holds the responsibility to setup support and financial services dedicated to the creation and takeover of businesses. To that end, the Permanent Commission of the Regional Council validated on July 5th 2016, a new dispositive: the SAV.

The aim is to simplify the identification of potential support services and financing solutions (subsidies and financial instruments). This measure will last five years (term of office in 2021) and the responsible organisations are the following: the Regional Council, the Employment office, Consular chambers - Chamber of commerce and industry/chamber of crafts and the High Council of Chartered Accountants.

The SAV's function is to inform, guide and accompany project leaders to apply for funding, through:

- a first level reception
- the transmission of information on public support for entrepreneurs and businesses
- the orientation toward the right interlocutor, among the regional business support network

It is based on:

- A mobile application and a platform (www.entreprises-reunion.re) which enable stakeholders to identify potential subsidies and financial instruments according to the nature of their activity, the size of the businesses and the expenses.
- Physical information desks (entry points) deployed in multiple geographical sectors to ensure a high level of proximity

- A partnership with the actors of business creation

The mobile application and extranet will cost around EUR 190.000. Salaries of advisors mobilized on the system are covered by the Regional Council.

The goal to be reached by 2017 is to have 2.500 users per year, while by 2020 40% of the newly registered enterprises on the island.

Best practice #2

Title: Service-design approach to tailor support services to the specific needs of entrepreneurs (SRDEII)

On August 7 of 2015, a national law pushed one step ahead the decentralization movement, transferring to Regional Councils the responsibility of economic development policies. To that end, each region must elaborate a “Regional Economic, Innovation and Internationalization Scheme” (SRDEII), that defines orientations and priorities for the 5 coming years.

The SRDEII was adopted by the Regional Council on December 19th 2016 and approved by the State’s representative on march 3rd 2017.

This measure will last five years (term of office in 2021) and the involved organisations are the following: the Regional Council, the Regional Development and Innovation Agency - Nexa, local authorities, Consular chambers, socio-professional organizations, clusters and business-support structures.

Through this scheme, the Regional Council aims at increasing the quantity and quality of entrepreneurial projects developed on the island, to reveal – through a trial and error approach – local competitive advantages and activities that may generate prosperity and jobs.

To that end, the scheme determines the type of policies and instruments to be implemented by public actors and support structures such as:

- the development of entrepreneurial capabilities, through educative programs (notably in high schools and university), life-long learning, events, and the promotion of inspiring, local success stories, with a specific attention to the variety of publics, according to age, gender and social criteria.
- the stimulation of business ideas emergence, through creativity and design programs and the reinforcement of the valorisation of research activities
- the simplification of business creation, through a clearer access to information

on available financing and support tools (cf. best practice n°1, the “SAV”), the creation of a common network pooling together the multiple business-support structures operating on the island, and the development of cooperative instruments (such as co-working places, incubators, etc.)

- the larger access to financial instruments, human and technical resources necessary to sustain businesses’ growth.
- the prospection of international markets
- the promotion of business’ collaboration, through the creation of exchange platforms (barter), mutualisation and clustering experiences

The singularity of the SRDEII lies in the determination to adapt public services and interventions to the specific needs of users.

To that end, its elaboration required a large concertation, mobilizing more than 100 representative structures, during six months. Through participatory workshops, based on a “problem-tree” method, actors were committed to identity the challenges and issues that affects business creation and development. In a second phase, world café sessions were organized to refine and select the tools that suit best.

The deployment of the SRDEII relies on design thinking tools, i.e. a user-centered methodology to identify issues, invent and test pragmatic solutions. In other words, each service proposed will be co-constructed through several steps:

- identifying users’ concrete issues, needs and expectations, through participatory methods, quantitative and qualitative analysis
- defining users’ profiles or categories (persona)
- building prototypes adapted to the specific needs of users
- trying services with users to adjust their contents and delivery modes.

In 2017, this method will be used to adjust support-services for innovative projects. Six types of users have been identified (students, researchers creating spin-off, inventors and individual firms, start-ups, established enterprises). Each will go through a service-design experiment to conceive a complete offer, mobilizing training, financial, technical instruments, delivered in a simple way.

The SRDEII mobilize European, national and local resources dedicated to economic development. Around EUR 100.000 will be used for workshops and tests.

The measure targets any potential business creator/runner. The service design process will benefit to all users; yet the construction project will imply voluntary users. Long-term unemployed people could be beneficiaries, as enterprise creators.

Best practice #3

Title: *Creation of a Maritime Pole*

Since 2016, the Regional Council holds the responsibility for economic development and research and innovation policies. It is also leading the Smart Specialization Strategy (RIS3), which sets tropical bio-economy as a priority field of activity.

The Regional Council is currently running a feasibility study for the creation of a center of skills entitled “Pôle Mer de La Réunion” (PMR) – Maritime pole. This potential structure or network would bring together local stakeholders implicated in marine sciences, economy and policies to reach a critical mass and establish an enabling environment for knowledge transfers, experimentation and economic activities related to the sustainable management of marine ecosystems.

The study is currently mapping the resources and expectations of stakeholders and evaluating the potential of the maritime basin. Based on these objectives, it will, by the end of 2017, propose an economic and legal prefiguration of the pole. Then, the pole should be created by 2021.

The organisations involved in this process are the following: Research centers (IRD, IFREMER, University of La Réunion), Technical center (Hydrô Réunion), Economic clusters (Qualitropic, Maritime, Temergie), Professional organizations (CRPM) and other public bodies such as Marine Reserve.

Best practice #4

Title: OCEAN METISS project (Université de La Réunion)

The blue economy is an axis of natural development for an island economy like La Réunion. Beyond the potentials and specificities to the territory, this theme is also part of the regional European and French blue growth strategies, where the sea and the coastline become engines of the economy. Like other European basins, it is necessary to plan the sustainable use of maritime space and its resources in the context of the Indian Ocean basin.

OCEAN METISS, with the financial support of the European Union, La Réunion Region and the French State, aims at defining a blue strategy for La Réunion in association with the Western Indian Ocean Basin. This innovative project contributes to the expected development of Integrated Maritime Spatial Planning in the South-West Basin of the Indian Ocean Zone.

For this purpose, the project has several missions:

- Implement an innovative methodology for marine spatial planning
- To develop the sharing of international expertise on the theme of the blue economy
- Pooling scientific and technical human resources
- Develop skills and training for sea-related trades
- Ensure sustainability of structural support for blue growth.

The Ocean Metiss Project is implementing a participatory marine spatial planning process involving stakeholders. This approach aims at creating a transparent decision-making framework, geared towards sustainability and based on local knowledge. To this end, the project adopts a multi-scale approach from La Réunion coast to offshore taking into account dynamics throughout the Indian Ocean basin.

The main achievements and expected impacts of the project are:

- An ecosystem, social and economic state of the coast and the sea
- An assessment of the potential of an extended maritime area to revive economic development while preserving biodiversity.
- A new maritime spatial planning tool to guide and coordinate public policies for managing the sea and resources

Strategic maritime plan (spatialized) developed with stakeholders

7 Regional analysis: Azores

7.1 State of play

The economic sector of Azores is predominantly made up of small companies and entrepreneurship needs to be better supported, in particular in some emerging sector areas with great untapped potential such as the economic activities linked to green and blue economy, tourism and renewable energy.

In this sense, it is necessary to boost entrepreneurship and promote the creation of new companies in those fields, also with a view to tackle the challenges posed by the current economic situation and high unemployment rates representing a relatively new concern for Azores.

Nowadays the unemployment rate stands at 15%, while still in 2007 it was around 4.3% and in previous years even lower, affecting in particular two vulnerable groups: young people, whose unemployment rate exceeds 38%, and people aged 30-40 years who lost their jobs and have greater difficulties to re-enter the market labour.

Key figures on employment in Azores

Amount of money allocated to the inversion priority 3a of your operational programme	EUR 270.578.500
Enterprise birth rate	2016 year 382
Enterprise death rate	2016 year 349
Share of 3-5 years old enterprises	510 enterprises
Average size of 3-5 years old enterprises	5 workers
Employment in 3-5 years old enterprises	2,082
Unemployment rate	- First quarter 2017 Unemployed people aged 35 - 44: 2,369 % Unemployed people aged 35 - 44 out of the overall amount of unemployed

people: 20,7 %
% Unemployed people aged 35 - 44 out
of the overall amount of Active
population: 7 %

% of unemployed people aged 30-45 out of 5,4%
the overall amount of unemployed people

7.2 Competences and activities of the GROW RUP partner organisation

The mission of the Regional Directorate of Employment and Professional Qualification is to develop strategies for employability of people associated with the promotion and enhancement of quality of professionalism, as key drivers of productivity of organizations and economic growth of the Azores. Encourage employability levels of companies and other employers.

The main objectives of the institution are:

- Promote employment and competitiveness
- Promote employability of people of working age by increasing their qualifications
- Adapt the management mechanisms of the measures to promote employment and skills needs of the market;
- Promote reconciliation and mediation in the context of individual labor disputes

The departments of the Regional Directorate of Employment and Professional Qualification are:

- The Office of Legal Projects and Support (GPAJ);
- The Division of Validation and Certification of people of working age (DVCA);
- The Department of Administrative and Financial Services (DSAF);
- The Center for Information Technology and Telecommunications (NIT);
- The Director of Services of the European Social Fund and Quality (DSFSEQ);
- The Department of Employment Services (DSE);
- The Department of Labor Services (DST);
- The Employment and Vocational Training Observatory (OEFPP);
- The Agency for Qualification, Job Center of Angra do Heroísmo (AQETAH);

- The Agency for Qualification, Job Center of Horta (AQETH).

On the dependence of the Regional Directorate of Employment and Professional Qualification are the Regional Employment Fund (FRE) and the Regional Service Conciliation and Arbitration of Labor (SERCAT).

7.3 Other regional bodies working in the field of employment and entrepreneurship support

SDEA – SOCIEDADE PARA O DESENVOLVIMENTO EMPRESARIAL DOS AÇORES

The Azores Business Development Society is a public corporation. It aims to contribute to a friendly environment for private business initiatives, a key variable in the structural progress of the regional economy, through the promotion of innovation, technological development and training, and qualifying human resources.

SDEA plays an active role in the development of the Azores and in the resulting improvement of the quality of life of all Azoreans. The organization designs and implements business development incentive measures aimed at reinforcing Azorean companies' competitiveness and productivity, and promotes innovation and entrepreneurship.

SDEA is in charge of overseeing and evaluating the results of all of the measures established in the Azorean Agenda for the Creation of Employment and Business Competitiveness.

NONAGON

The Nonagon - Science Park technology at São Miguel island offers excellent conditions for the establishment, installation and development of technology-based companies. It offers different solutions for various needs, offering versatile space dimension, scalable consoling growth of the company, with or without storage space.

The Nonagon aims to be an international reference in the development of human resources, technological, business and social, focused on skills and entrepreneurial dynamic and sustained on knowledge, technology and innovation.

Its mission is to:

- promote interaction between companies, R & D institutions and universities;
- develop a global competitive position;

- contribute to the emergence of new paradigms of business leadership;
- promote the development of technical and scientific staff;
- be a catalyst for innovation and creativity;
- strengthen cooperation and interaction between companies, organizations and public entities;
- support the revitalization and the establishment of regional, national and international partnerships;
- contribute to the attraction and retention of new talent.

7.4 Regional policies/measures/programmes supporting employment

Measure #1

ESTAGIAR programme

The aim of this programme is to:

- enable young people with upper or intermediate level qualification a professional traineeship in the real context of work, promoting their insertion in active life;
- improve the socio-professional skills of young people;
- facilitate the recruitment and integration of staff in companies;
- promote the transition of the academic course of the university students to the active life;
- support the recruitment of young people on smaller demographic islands.

ESTAGIAR-L and ESTAGIAR-T traineeships start on 1st October (for applications submitted in August) and 1st January (for applications submitted in November).

Traineeship duration

In São Miguel Island, ESTAGIAR L traineeships have an initial duration of nine months and can be extended for another nine months, including a one-month rest period to be taken between the 12th and the 15th month.

In Santa Maria, Terceira, Pico, Faial, São Jorge, Graciosa, Flores and Corvo Islands, ESTAGIAR L traineeships have an initial duration of eleven months and can be extended for another twelve months, including a one-month rest period to be taken between the 12th and the 15th month.

ESTAGIAR T traineeships have an initial duration of nine months and can be extended for nine months, including a one-month rest period to be taken between the 12th and the 15th month.

Trainees compensation

ESTAGIAR L trainees are granted a monthly grant of EUR 720, while ESTAGIAR T ones receive a minimum wage of EUR 584.

Financing of pecuniary compensation

ESTAGIAR L traineeships takes place in São Miguel Island, whereas ESTAGIAR T in the entire Region: compensations are totally funded by the Regional Employment Fund during the first nine months of training. For the remaining nine months, including the one-month rest period, companies pay 25% of these compensations.

ESTAGIAR L traineeships take place in Santa Maria, Terceira, Pico, Faial, São Jorge, Graciosa, Flores and Corvo Islands: the compensations are totally funded by the Regional Employment Fund during the first eleven months of training. In the remaining twelve months, including the one-month rest period, companies pay 25% of the compensations.

Additional costs for companies

Companies must also provide meal allowance (approximately EUR 5 per workday) and work accident insurance.

Target groups

ESTAGIAR L is intended for young in higher education or postgraduate (no older than 30 at the application date) who, after finishing their education, have never worked in their area of education, under a contract of employment.

ESTAGIAR T is intended for young higher education graduates (no older than 30 at the application date), who do not hold a bachelor degree, but have completed a technological or professional course conferring a level IV professional qualification certificate and 12th grade of secondary school equivalency, who have never worked in their field of studies under a contract of employment.

The budget earmarked for Estagiar T is EUR 7.033.025,95, while Estagiar L EUR 7.417.365,00. The Regional Directorate of Employment and Professional Qualification and Regional Employment Fund is the organisation responsible for the implementation of this measure.

Measure #2

INTEGRA YOUTH programme

The INTEGRA YOUTH programme aims to promote the creation of new jobs by providing financial support to employers in order to hire:

1. unemployed young individuals who are neither working nor studying or attending any training (NEET), aged less than 29 years, registered at the PES (Public Employment Services) in the Azores for more than 90 consecutive days as at the date the job was offered by the employer;
2. unemployed who have successfully completed “AGIR AGRICULTURA” or “AGIR INDÚSTRIA” traineeship programs, if the entity, which held the traineeship, hires them within one month after the traineeship period.

Employers providing full-time employment contracts under the INTEGRA program receive a monthly grant for each job created, up to a maximum of 12 months, in the following terms:

- EUR 350 monthly, if the job is filled by an employee who has been unemployed for less than 1 year;
- EUR 450 monthly, if the job is filled by an employee who has been unemployed for more than 1 year;
- Whenever companies hire unemployed individuals older than 50 years, the above-mentioned grants are increased by 20%.

Employers providing full-time employment contracts under the INTEGRA YOUTH programme receive a monthly grant for each job created, up to a maximum of 12 months, in the following terms:

- EUR 420 monthly, if the job is filled by an employee qualified with level 1 and 2 of the National Qualifications Framework (NQF);
- EUR 450 monthly, if the job is filled by an employee qualified with level 3,4 and 5 of the NQF;
- EUR 550 monthly, if the job is filled by an employee qualified with level 6,7 and 8 of the NQF;
- Whenever companies hire young unemployed individuals registered at the Agencies for Qualification and Employment in the Azores for more than one year, the above-mentioned grants are increased by 10%.

Whenever companies hire individuals from Occupational Programs the above-mentioned grants are increased by 10%, in both categories. If they did not have any

employment contract between the end of the Occupational Program and the start of the contract under this program. The minimum monthly gross salary assigned to employees supported by INTEGRA YOUTH, with qualifications higher than QNQ level 6, is EUR 700.

The budget earmarked for INTEGRA programme is EUR 6.514.002,00. The Regional Directorate of Employment and Professional Qualification and Regional Employment Fund is the organisation responsible for the programme.

7.5 Best practices identified in the region

Best practice #1

Title: Rede Valorizar

In 2011, the economic crisis that the country was experiencing began to have a strong impact on the unemployment rate in the Azores, just as it was happening in the Portuguese mainland. Civil construction, along with other economic sectors characterized by the employment of low-skilled labour, were the most affected. In a short space of time, the Agencies for Qualification and Employment (Employment Centers) registered more than 2 thousand people who didn't have of the 4th year of schooling. Rede Valorizar was asked about what could be done to increase the qualifications of this public and, by this way, their chances of employability. At that time, Rede Valorizar did not have a clear answer to this problem.

Created in May 2009, Rede Valorizar is the service of the Regional Government responsible for the processes of recognition, validation and certification of competencies (RVCC), like the New Opportunities Centres (CNOs) and the Qualification and Vocational Education Centers (CQEPs). Adults without the 1st cycle of schooling, many of them unable to read or write, was a challenge that we had never encountered, but we decided that we would have to do it.

The first step was to build, with the support of the Education Department of the University of the Azores, a diagnostic model that would allow us to carry out a survey of the competences that target audience had. After applying them, it became clear to us that, although there was a shortage of key competences, especially in the field of literacy, many other skills, acquired over decades of work, were revealed. In other words, subjecting these adults to attending courses such as the EFA (Adult Education and Training) would not only treat them as adults without skills but, in practice, it would be an impossibility: there were not 2,000 places available in EFA courses in the Azores.

The second step was to design a response that would overcome this impasse. This is how the Basic Skills Acquisition Courses, better known as ABC Courses, were created, where we associate training with an RVCC process. The 300-hour training focuses on the areas of Language and Communication, Mathematics for Life, Citizenship and Employability and Information Technology.

The number of hours reserved for each area varies according to the characteristics of the class, but all have in common the obligation to contribute to the Reflective Learning Portfolio (PRA) of each trainee, which should be completed at the end of the action. PRA which not only respects the guidelines of ANPQEP (National Agency for Qualification and Vocational Education), but it is always built, in computer support, since Rede Valorizar does not accept portfolios in paper. We thus combine life experiences (non-formal and informal learning) with a personal training system (formal learning) of our users.

With this certification strategy in mind, we put the third part of the project into practice: between September and December 2011 we hired 10 primary teachers (all of them equally unemployed), we provide training in adult education - again with the collaboration of the University of Azores - and we built, as a team, a training manual adapted to our public, that is, adults with low literacy.

The first courses started in January 2012 and continue to this day. In 2013, we expanded the methodology for B2 level certifications (2nd cycle) and, in 2014, for B3 level (3rd cycle), all with original manuals for the different areas. In 2015, the ABC Courses will also be developed at night for employees, and in 2016, all RVCC processes of Rede Valorizar, at a non-Secondary level, will be carried out through the ABC Courses. In 2016, 190 actions on 7 of the 9 islands composing the archipelago were performed.

As Rede Valorizar has only three training rooms, the actions take place in professional schools, regular schools, libraries, parish councils, houses of the people, parish centres, cultural associations and any other local community that wants to collaborate with us. Between January 2012 and August 2016 ABC Courses certified 1378 adults with level B1, 3079 with B2 and 1418 with B3. The consequences of these certifications are numerous, but, for example, we can mention the fact that, in August 2012, the percentage of unemployed Azoreans without the primary school was 6.11% of the total unemployed, while National average was 5.01%. In August 2016, the same percentage in the Azores was 4.37%, the lowest in the country, while the national average was 6.05%. Source: Statistics, IIEFP (Institute of Employment and Training).

Throughout the year a set of good practices were added to the project, such as the social projects that the groups develop - blood donation, clothing collection, volunteer work at Banco Contra a Fome, and in Praia da Vitória, two years ago, A pedagogic garden that still continues today - or the reading of books that develops for the creation of books, designed to the learners' children.

Rede Valorizar started in 2011 and for now its end has not been planned yet. The budget earmarked for this initiative is EUR 3.370.000,00 (2017). Its target group of encompasses unemployed people without basic schooling and it is worth mentioning that so far about 50% were long-term unemployed people.

Best practice #2

Title: Berço de Emprego

The programme named Berço de Emprego (meaning 'Cradle of Employment' in English) supports the temporary replacement of female employees who hold a contract and are taking maternity or adoption leave by female receiving unemployment benefits.

Replacements are temporary and limited to the duration of the maternity or adoption leave plus two months, but can never be less than one month. Although employers are responsible for paying employment insurance, applicable allowances and legally due retribution, subsidies and retribution are reimbursed (except Social Security contributions).

Regularly constituted companies and non-profit entities:

- Services and bodies dependent on regional public administration;
- Services and bodies, located in the RAA, dependent on the central public administration
- Services and bodies dependent on local administration;
- Private institutions of social solidarity or similar;
- Non-profit associations and cooperatives.

The earmarked budget is EUR 500.000 and the Regional Directorate of Employment and Professional Qualification and Regional Employment Fund is the responsible organisation for this programme.

8 Regional analysis: Madeira

8.1 State of play

Madeira presents an economic sector with high potential for growth and development but that has suffered from the challenges posed by the current economic situation. The region is characterised by a high unemployment rate, in particular among young people, a lack of skills among the adult population and low levels of social inclusion. In addition to this, the economic sector is mainly composed of micro and small enterprises that have been negatively affected by the economic crisis.

In this context, the support for business creation and growth, especially in the strategic sectors defined in the region's RIS3, such as blue growth and economy, marine renewable resources and aquaculture, represents key priorities for Madeira's public authorities, conscious of the fact that this line will contribute to achieve smart, inclusive and sustainable growth at regional level and will help to exploit its untapped potential.

Key figures on employment in Madeira (Sept. 2018)

Unemployment rate	8,3% (11.200 people)
% of unemployed people aged 30-45 out of the overall amount of unemployed people	29,3% (3.281 people)
% of long-term unemployed people receiving ERDF support	4,9% (549 people)

8.2 Competences and activities of the GROW RUP partner organisation

The IEM IP - RAM performs its activity under the guidance of the Regional Secretary for Social Affairs. Its activities revolve around the promotion of employment policies of the Autonomous Region of Madeira. In particular, the organisation draws up, implements, monitors and evaluates active employment measures suitable for the implementation of employment policies.

IP-RAM manages the European Social Fund funds allocated to the Region for the areas of employment and social cohesion. It also promotes the adjustment between supply and demand for employment, taking into account the needs of the labour market and the qualifications and professional experience of the registered unemployed, and it provides information and professional guidance.

Another functions of the institute include:

- Receiving requirements for the award of unemployment benefits and examine their compliance, in particular as regards the unintended nature of the unemployment situation;
- Exercising the powers conferred on it by the entry and residence of foreign nationals from countries outside the Community;
- Treating and systematizing information and data on unemployment in the Region, carrying out the studies, analyses and projections necessary to better monitor the situation and the constant search for the most adequate solutions;
- Promoting and supporting access to occupational mobility, particularly in the European area.

8.3 Other regional bodies working in the field of employment and entrepreneurship support

Employment area offices

The main functions of the employment offices located in the region are the following:

- Support the insertion or reintegration of unemployed young people and adults in the labour market, in close cooperation and coordination with the IEM, IP-RAM.
- Professional information for unemployed youth and adults;
- Support for active job search;
- Personalized follow-up of the unemployed in the phase of insertion or professional reintegration;
- Capturing job offers from employers;
- Disclosure of job offers and placement activities;
- Referral for professional qualification offers;
- Dissemination and referral to measures to support employment, qualification and entrepreneurship;
- Support and motivation in participation in temporary occupations or volunteer activities that facilitate the insertion in the labour market;
- Dissemination of Community programs promoting mobility in employment and vocational training in the European area;

8.4 Regional policies/measures/programmes supporting employment

Measure #1

Hiring Incentives – PIC Programme

The Incentives to Contracting Programme – PIC – aims to stimulate the creation of jobs associated to the establishment of regular jobs, addressed to private entities with or without profit.

This measure is addressed to:

1. Unemployed people enrolled for at least 6 months;
2. young people up to and including age 30, enrolled in the IEM, IP-RAM for at least 90 consecutive days;
3. Long-term and very long-term unemployed;
4. Unemployed persons aged 45 or over, enrolled in the IEM, IP-RAM, for at least 90 consecutive days;
5. Beneficiaries enrolled in the Social Security Measures enrolled in the IEM, IP-RAM, for at least 90 consecutive days;

Beneficiaries to be funded shall meet all of the following conditions:

- They are regularly constituted, licensed for the exercise of the activity and, if legally required, registered at the date of approval of the application;
- They have their headquarters, delegation or branch in the Autonomous Region of Madeira;
- They have the tax situation regularized before the Tax Administration and Social Security;
- They are not in default as regards Community, national or regional aid, irrespective of their nature and objectives, in particular those granted by the EMI, IP-RAM and the European Social Fund (ESF);
- They have to fulfil the legal requirements required to carry out the activity or provide proof of having initiated the applicable process;
- They must not have been convicted in criminal or administrative proceedings for violating, grossly negligent or grossly negligent, labour legislation on discrimination in work and employment in the last two years;
- They have to comply with environmental conditions and health and safety at work;

The budget earmarked for this initiative for the period 2014-2020 is EUR 8.856.000,00.

Measure #2

Reactivate Madeira

Reactivate Madeira aims to promote the professional reintegration of long-term and very long-term unemployed persons. Moreover, the measure seeks to establish contacts with the labour market, in the context of training, through the acquisition of skills framed by an internship plan, aiming at effective re-entry into the labour market.

Individual or collective entities, whether or not with profit, can apply. Beneficiaries must be either long-term unemployed or unemployed persons who have not been covered by a training course financed by the IEM, IP-RAM, in the 12 months preceding the start of the measure. Unemployed people should have a minimum age of 31 years old - qualifying from level 2 to 8 of the National Qualifications Framework – up to the age of 45 with qualification level 1.

The budget earmarked for this measure for the period 2014-2020 is EUR 400.000.

Under the employment promotion policy of the Regional Government, one of the priorities is the combat against Long-term unemployment, coupled with youth unemployment, the challenge it represents in relation to its characteristics, since the further away from the work, the greater the difficulty of labour reintegration.

In this sense, this new measure - REACTIVATE Madeira - aims at vocational training and reintegration of long-term unemployed and very long term, for individuals with more than 30 years, through the professional internships, for periods of 12 months, thus providing a market contact with the working environment in a training context, promoting this updating and acquisition of new skills.

Reintegration of these trainees into the internal market even because the measure foresees the implementation of restart of employability.

Considering also that it is a pressing objective to reduction of the volume of long-term unemployment, progressively but consistently, combining this measured with others already implemented, with the objective of to strengthen the qualifications of inactive human resources which labour market needs.

8.5 Best practices identified in the region

Best practice #1

Title: PEED – Stimulus Programme for the Entrepreneurship of the Unemployed

The objective of this programme is to encourage and support the creation of self-employment by entrepreneurial unemployed persons who have a technically, economically and financially viable business concept. The goal is to stimulate the creative and entrepreneurial capacity of the unemployed by providing them with the support needed to build and develop their entrepreneurial project. The PEED (Portaria nº 32/2013, of 13 of May, published in the Official Gazette of the Autonomous Region of Madeira, I Series, nº 56) encourages and supports the creation of jobs by unemployed entrepreneurs who have a commercial project technically, economically and financially viable. The programme has already proof that it can be of great support in several regional entrepreneurship successful ventures in diverse areas, for instance: Confectionery (pastry / bakery), A Venda das Viagens (travel agency), Tapas y Copas (catering / restaurant).

The program applies in the following situations: 1) Unintentional unemployment; 2) Being registered in the IEM for more than 12 months, also known as DLD - long term unemployed; 3) the beneficiary must have never exercised professional activity for his/her own account, and; 4) the beneficiary was already self-employed workers whose average monthly income, measured in relation to the months that had activity in the last year of the same, is lower than the monthly minimum wage guaranteed in the Autonomous Region of Madeira.

The financial support per job created is higher in the case where jobs are filled by young people up to the age of 30, long-term unemployed, or over 45 years and beneficiaries of the RSI (Social Integration Income).

The main challenge encountered has been the lack of training of promoters in the area of management and entrepreneurship, the difficulty in finding qualified workforce. But overall PEED is a success and it shows that a public-private collaboration is possible with the purpose of developing entrepreneurship in our local activity.

9 Regional analysis: Martinique

9.1 State of play

The economic sector of the region remains fragile and is hardly able to generate employment, being mainly composed by micro enterprises of which more than 77% have no employees. Like the other French outermost regions, the employment situation is worse than that prevailing in the hexagon with an unemployment rate standing at 22,8%. Besides, it must be underlined that the business creation rate (11.3% in 2011) and the enterprise survival rate (53.3%) remain lower than those of France (respectively 15.6% and 62.3 %).

In addition to this, Martinique's economy faces other challenges related to weak industry structuring, lack of access to back financing, ageing population and additional costs caused by remoteness. In this context, the support for business creation and growth, especially in the strategic sectors defined in the region's RIS3 (which specifically refers to green and blue economy), represents a key priority for Martinique's public authorities, conscious of the fact that this line will contribute to achieve smart, inclusive and sustainable growth at regional level and will help to exploit its untapped potential.

Key figures on employment and blue economy in Martinique

Amount of money allocated to the inversion priority 3a of your operational programme	EUR 200.600.000
Enterprise birth rate	8,20 %
Enterprise death rate	4,13 %
Unemployment rate	18 %
% of unemployed people aged 30-45 out of the overall amount of unemployed people	19 % (aged 25-49 years old)
Estimated amount of people working in blue economy sectors	12.000 blue economy jobs (2013)

9.2 Competences and activities of the GROW RUP partner organisation

The Territorial Collectivity of Martinique has the following competences:

- economic development
- spatial planning and transport
- cultural, scientific and sports development

- education and training
- health and social development
- regional cooperation.

In terms of economic development, the strategy adopted by the Community through its aid policy consists in:

- specific support for Very Small Enterprises,
- sustained employment support,
- reinforced support for activities defined as priorities,
- post-grant monitoring for efficient and effective use of aid,
- support for groupings of companies and collective actions
- innovation and solidarity development.

9.3 Other regional bodies working in the field of employment and entrepreneurship support

Martinique développement

The Agence de développement économique is an umbrella organisation of the Territorial Collectivity of Martinique. It is based on a local partnership with professionals, communities, government departments of the Caribbean and of Europe. Its mission relates to the creation and development of activities and training and employment support.

Initiative Martinique Active

The Association has the objective of supporting and linking local competences in the field of economic development. It relies on a network of volunteers, including business leaders, to provide support to entrepreneurs. This assistance takes the form of advice, interest-free loans and sponsorships.

Consular Chambers

Consular chambers are public administrative establishments of the State and they are headed by an elected assembly from the voluntary representatives of the enterprises in their constituencies. The main task of these organisations, which are responsible for promoting the interests of companies, are the representation of socio-professional categories with public authorities, the execution of public service missions and support for business development.

9.4 Regional policies/measures/programmes supporting employment

Measure #1

Dotation Jeunes Agriculteurs

Aide au démarrage d'entreprises pour les jeunes agriculteurs

This measure is devoted to support the costs of a first-time installation by young farmers who take over an existing farm or create a new structure. This measure is intended to ensure the renewal of the generations.

The main target group of this initiative are people under the age of 40 years who possess sufficient knowledge and professional competence to set up a farm.

The organisation responsible for this measure is the Territorial Collectivity of Martinique and the funds available for its implementation are around EUR 5.000.000.

Measure #2

Soutien spécifique aux très petites entreprises

The aim of this measure is to create wealth and jobs in the region, while encouraging economic initiative and entrepreneurial spirit. Moreover, through this initiative CTM intends to contribute to the support of small projects that are part of an economic and social integration process.

Any person that has a project idea to be implemented in order to create a "Very Small Business" (Très Petite Entreprise) regardless of the legal form, can be beneficiary.

The organisation responsible for this measure is the Territorial Collectivity of Martinique and the funds available for its implementation are around EUR 400.000.

9.5 Best practices identified in the region

Best practice #1

Title: AIDE A L'EMPLOI

Due to the fact that Martinique has an endemic unemployment rate and young graduates face difficulties in entering the labour market, CTM has created a measure called "AIDE A L'EMPLOI".

AIDE A L'EMPLOI is a grant covering, during the first 2 years of the contract on a permanent contract, part of the gross remuneration according to a percentage varying according to the difficulty of insertion and the geographical location of the company.

This measure comprises 3 parts:

- Young tree nursery (hiring of persons whose level of education is greater than or equal to BAC + 2)
- Senior employment (hiring of all persons over 45 years old)
- Other categories of workers (hiring of other categories of workers).

This initiative has permitted to hire 1,489 people and the total amount of the grants awarded in 2015 was around EUR 5.000.000. Beneficiaries can be SMEs in a sound financial situation and in good standing with regard to tax and social obligations.

Best practice #2

Title: Schéma Territorial de Développement Economique, d'Innovation et d'Internationalisation (STDEII)

The STDEII is Martinique's Territorial Authority economic development scheme. It is a global policy which defines the development priorities of the territory and the type of support for implementation of these measures (financing, training, subsidy....). The STDEII was adopted by the Assembly of Martinique on the 18th of May 2017.

The scheme identifies three major development priorities for the island. Namely:

- Green Economy
- Blue Economy
- Sustainable tourism

Concerning blue economy, the Martinican marine area traditionally exploited for its natural resources offers opportunities in plural activities such as fish processing, green energy, logistics and service activities, shipbuilding/shipbreaking.

One major aim of the policy is to structure the blue economy sectors. Initiatives to create an inter-profession will be encouraged by funding collective actions and helping the sector's associations.

Four new strategic priorities and innovations has been identified in order for Martinique to embrace the full potential of Blue Economy:

- Environmental innovations to deal more effectively with issues related to the preservation of marine ecosystems and sustainable fishing;
- Organizational innovations in order to strengthen economic structuring, ensure a good link between traditional sectors and emerging industries;
- Territorial innovations to rationalize port areas management and transform them into value adding zones;
- Social innovations in order to make the blue economy jobs much more attractive;

Sample of the Martinique Authority Blue economy action plan:

- The Maritime Cluster of Martinique will be accompanied in order to coordinate and accelerate the development of individual or collaborative projects;
- The modernization of the fishing fleet will be accompanied;
- Concerning the structuration of Aquaculture, The Martinique Territorial Authority aims at creating The Martinique Territorial Aquaculture Technical Application Centre. This centre would be a structuring tool for the development of the sector whose objectives would be the construction of pilot breeding units, monitoring and improvement of breeding techniques, experimentation and transfer of technology. The centre would include an incubator for aquaculture companies;
- A study on the feasibility of the creation of a consular chamber dedicated to fisheries and aquaculture will be conducted;
- Assistance will be given to help in the modernization of educational structures in order to support the transition to new blue economy jobs;
- The local firms don't necessarily find the qualified resources (sailors, specialized workers) to conduct their activities. It is therefore necessary to encourage the immersion of qualified personnel in the companies;

Key performance indicators will be put in place in order to monitor the implementation of the measures. In its organization, the Martinique Territorial Authority has a department dedicated to the evaluation of its policies.

10 Conclusions

Although there is an important body of knowledge on the threats associated to unsustainable development and growth, there are difficulties to foster sustainable solutions and to undertake the transition path to more sustainable socio-economic models. Due to their iconic potential, small islands have the potential to become examples of sustainability and, most importantly, local populations can benefit from these transitions to more sustainable models. This is especially true for ORs that can take advantage of the support from their mainland and from the European institutions that take in account the specific challenges they must face due to their ultraperipheral situation. In the Article 349 of the TFEU (2012), and more recently the Commission Communication published in 2017 (COM(2017) on a stronger and renewed strategic partnership with the EU's outermost regions the EU officially acknowledges their situation and allocates dedicated funding.

The situation of ORs and the opportunities involved in green and blue economy have driven to the design of a '**Plan Choc**' for the creation and consolidation of green and blue jobs in ORs which foresees several key measures: employment and training programmes, employment opportunities programmes and enterprise support programmes.

The transition to more sustainable models can be of great benefit for ORs communities as, if well thought, they can be opportunities for job creation (unemployment is one of the main challenges in ORs), increased levels of self-sufficiency (energetic and alimentary that can be an opportunity to reinforce local productive structures), increased resilience to climate change impacts. This transition can be a potential lever to gather additional funds to the ORs.

The present analysis has been the opportunity to assess the current situation of the partner regions of the project (Azores, Canarias, Madeira, Martinique and La Réunion Islands) their main challenges (threats associated to their remoteness, high unemployment rates, lack of skills and awareness...) and to understand what kind of measures and best practices are being implemented. These analyses are positive *per se* as they constitute the opportunity for the partners to explore their own achievements and to identify potential flaws. But, most importantly, it has been the opportunity to share with the other regions information on successful practices that can be replicated, with the required adaptations, in other regions. The initiatives supported by the regions, in the form of measures and best practices can be classified into four main groups:

- **Direct SMEs competitiveness and entrepreneurship support:** La Réunion: Financial instruments for SME creation and development, Regional programme for economic insertion, Simplifying access to business support schemes: the SAV (support, accompany, enhance), Service-design approach to tailor support services to the specific needs of entrepreneurs (SRDEII); Martinique: *Dotation Jeunes Agriculteurs, Soutien spécifique aux très petites entreprises*.
- **Direct support for hiring:** La Réunion: Regional Employment grant; Madeira: PIC Programme (Hiring Incentives); Azores: *ESTAGIAR* programme and *Berço de Emprego*; Martinique: *AIDE A L'EMPLOI*.
- **Training and job creation for unemployed people:** Canary Islands: PFAE; Azores: INTEGRA YOUTH programme, *Rede Valorizar*; Madeira: Reactivate Madeira, PEED – Programme to stimulate the entrepreneurship of the unemployed.
- **Support to key areas or structural sectors of activity:** Canary Islands: Build in Green Project; La Réunion: Creation of a Maritime Pole; Martinique: *Schéma Territorial de Développement Economique, d'Innovation et d'Internationalisation* (STDEII).
- **Outstanding projects in green and blue economies**, or that can have a significant impact on them, supported by the Regions: Canary Islands: EWASTE, PLOCAN, *Ecoareas "Mardetodos"*; La Réunion: OCEAN METISS project (*Université de la Réunion*).

Although these initiatives can appear to be independent from each other, they all serve, in definitive, the same purpose: increase regional actors' competitiveness. This is done by creating the conditions for companies to find better trained and skilled human capital, adapted to their needs while supporting activities that are congruent with sustainability goals. This represents a relevant step in the transition to green, blue and circular economy. In the present framework ORs have currently a true possibility to inform to structural changes that can ensure their socio-economic and environmental sustainability. This will be materialized in the form of Action Plans developed by each region with the purpose of improving regional policy instruments.

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GOOD PRACTICE COMPENDIUM

GROW RUP

Entrepreneurship development and capacity building policies for
business creation and growth in outermost regions

<https://www.interregeurope.eu/growrup>

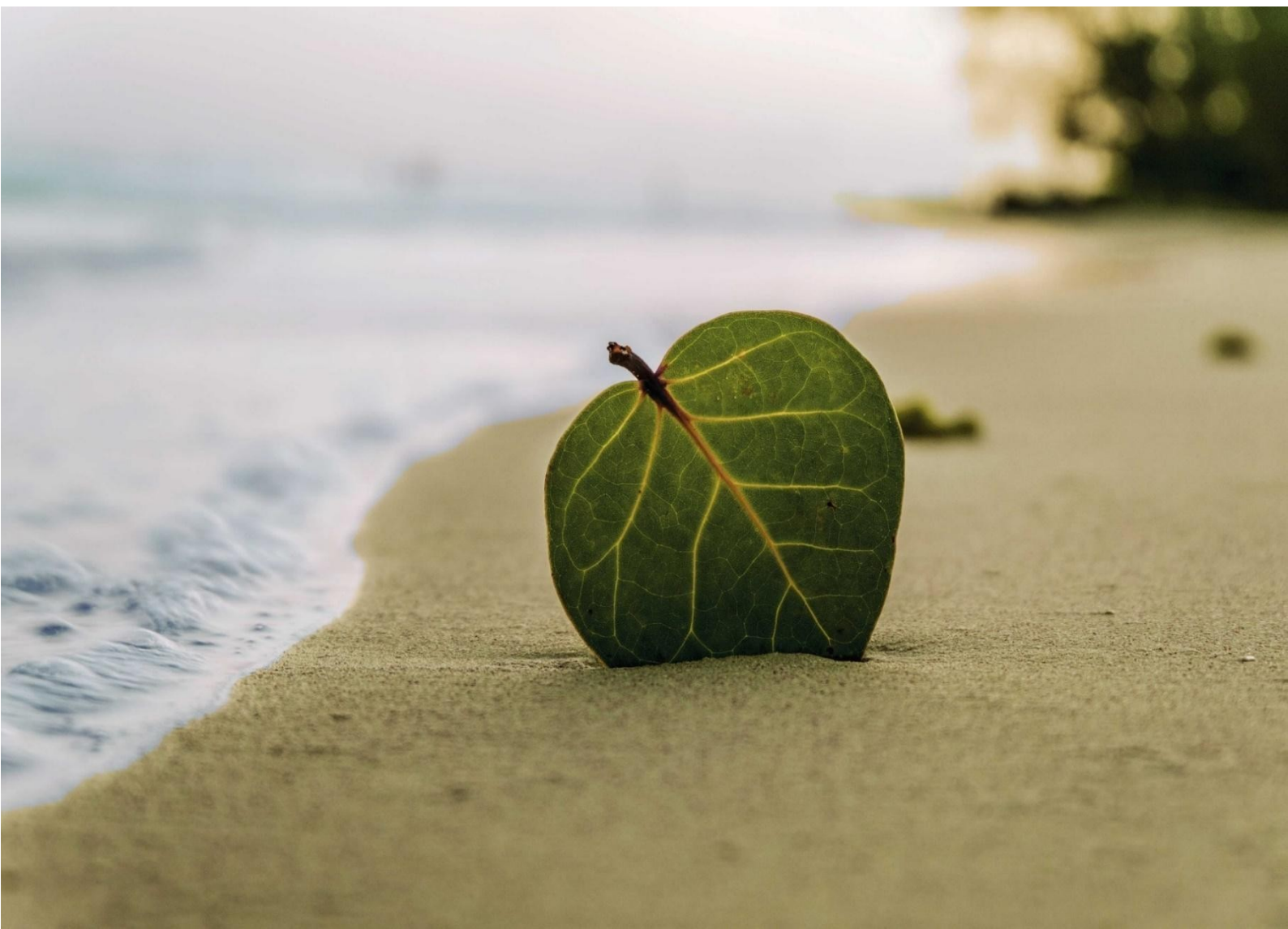


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INTRODUCTION

GROW RUP is four years and a half Interreg Europe project bringing together five EU Outermost Regions (Azores, Canary Islands, Madeira, Martinique and Reunion). GROW RUP supports the creation and growth of innovative companies in the field of green and blue economy, with a particular focus on long-term unemployed people in the ORs. The outermost regions (ORs) have to deal with a number of difficulties related to their geographical characteristics, such as remoteness, insularity, small size, climate, which have usually acted as a constraint on their development. GROW RUP was aimed to fit in the framework in two ways: boosting SMEs competitiveness and entrepreneurship, targeting long-term unemployed people in the ORs, and supporting green and blue growth with a view to deliver more resource efficient and sustainable economy activities in those territories.

In this purpose, key elements of the project have been five interregional site visits, where project partners shared strategies and experiences on specific themes, and brainstorm with policy-makers and stakeholders. **The good practices selected in this compendium were considered to be of special relevance by the partners of the project and some of them have been pivotal in the elaboration of the Action Plans of the project partners:**

The **Marca Açores** (The Azores Brand) (p.18) presented by the Azorean Regional Department for Employment and Professional Training has been used as an example for the Action 2 of the Action Plan of the Regional Council Reunion (*Action 2: Establish a territorial brand with high added value for the territory*).

Some good practices presented refer directly to the importance of training and qualification in the fight against unemployment and the transition to more sustainable economies. These practices are the **PFAE - Programa de Formación en Alternancia con el Empleo: Training programme in alternation with the employment** (presented by the Canarian Employment Service, p. 7) and the **Agriculture School of Madeira** (presented by the Madeira Employment Institute – IP-RAM, p. 21). These good practices have been of great inspiration for both actions presented in the action plan of the Regional Department for Employment and Professional Training in the Azores (*Action 1: Increased educational qualifications of workers in the agriculture and fisheries sector and Action 2: Increase professional qualification in the context of the Green and Blue Economy*). But also the Action 2 on vocational training and skills presented by the Madeira Employment Institute – IP-RAM (*Action 2: Increase vocational training and skills certification*).

The **Simplifying access to business support schemes: the SAV (support, accompany, enhance)** (p.13) good practice presented by the Region Reunion, the **PEED – Stimulus Programme for the Entrepreneurship of the Unemployed** (presented by Madeira, p.20) and the **STDEIIs** presented by Région Reunion and the Territorial Collectivity of Martinique (p.14 and p.24 respectively) were of great support for one of the actions proposed by the Canarian Employment Services (*Action 1: Special support for business, jobs creation and self-employment in green and blue sectors*). Moreover the **OCEAN METISS project** (p.27) presented by the Région Reunion was also relevant to inform the Action 2 of the Canarian Employment Services (*Action 2: Development of a research development and innovation contact network in the blue and green sector*).

EMPLOYMENT SERVICE – CANARY ISLAND GOV. (PP1)

PFAE - Programa de Formación en Alternancia con el Empleo: Training programme in alternation with the employment

The PFAE is a public employment-training programme for unemployed people without specific training in a profession, for disadvantaged groups of people. The PFAE is used in Canary Islands in activities related with green, blue & circular economy with the goal to include disadvantaged groups of jobseekers in jobs related with this growing sector of the Canarian economy. During these projects, participants have the dedication time divided between theoretical and comprehensive education, and actual working time experience (under a labour contract). The projects last for eleven months in which participants receive training oriented to get the adequate certificates of professionalism, as well as additional training and carried out also effective work in a real environment that enables them to acquire professional experience aimed at the acquisition of vocational skills which facilitate their insertion into the labour market. Each training project has been awarded with a grant around 250,000€. With these funds, the granted organizations must face the labour costs of the direction and teaching team and participants, and other costs related with the project during all its length.

Unemployment among deprived sectors of the population are one of the main challenges in European Outermost Regions. Initiatives such as the PFAE are an opportunity to target training needs for groups of less favoured people. The initiative has a strong potential for transfer as it requires to identify the training needs in an area and the programme to answer to these needs.



Further information:

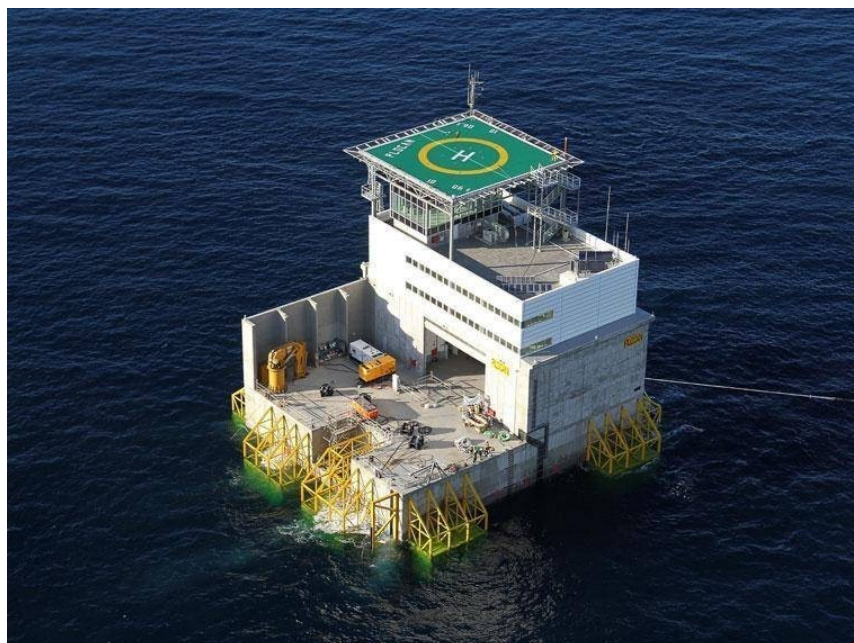
<http://www3.gobiernodecanarias.org/empleo/escuelastaller/pfae/>

<https://www.facebook.com/397229720652165/videos/521118141596655/>

PLOCAN - The Oceanic Platform of the Canary Islands

PLOCAN is a Research Infrastructure co-funded by the Economy and Competitiveness Ministry of the Spanish government and the Canary Islands government and by the European Regional Development Fund (ERDF) under the Operational Programme of the Canary Islands (INTERREG MAC 2014-2020 Programme). This multipurpose infrastructure provides support for research, technological development and innovation in the marine and maritime sectors. Due to its experience and proficiency, PLOCAN is one of the regional leaders in large national and EU marine/maritime projects. The recent more relevant projects (among others), are: Atlantic Ocean Research Alliance Support Action (AORA), Optimizing and Enhancing the Integrated Atlantic Ocean Observing System (Atlantos), Consolidating the European Research Area on biodiversity and ecosystem services (Biodiversa), Communication and Dissemination of Activities in the Marine-Maritime Sector (CODIMAR), Estrategia Marino-Marítima de I+D+i en la Macaronesia (ESTRAMAR) and Incorporación de un sistema integrado de monitorización meteorológica y oceanográfica de la Macaronesia en la Estrategia de Investigación Marina/Marítima Europea (MacSIMAR).

PLOCAN is an example of a successful initiative built on the identification of local opportunities and international collaboration in the blue sector. The Platform is an important employer in the region, and it fosters the international recognition of research quality in the Region. Although directly the employment created by PLOCAN is qualified but has the potential to support activities that would potentially foster the employment of technical profiles.



Further information: <https://www.plocan.eu/index.php/en/>

Build in Green Project - Cluster Canario de Construcción Sostenible

The *Build in Green* project (financed by the ESF - <http://www.innovalia.org/cev/index.php?lang=en-GB>) pursues to increase companies and workers competences in the sector of building and retrofitting regarding sustainability. The general objective is to promote a change towards a more sustainable activity in the building and retrofitting sector, in order to reduce environmental impacts of their activity. With this purpose several actions were carried out in the localities of Santa Cruz de Tenerife (in Canary Islands) and Málaga (Andalucía, mainland Spain): Elaboration of Guide-Books, two training courses and personal consulting services.

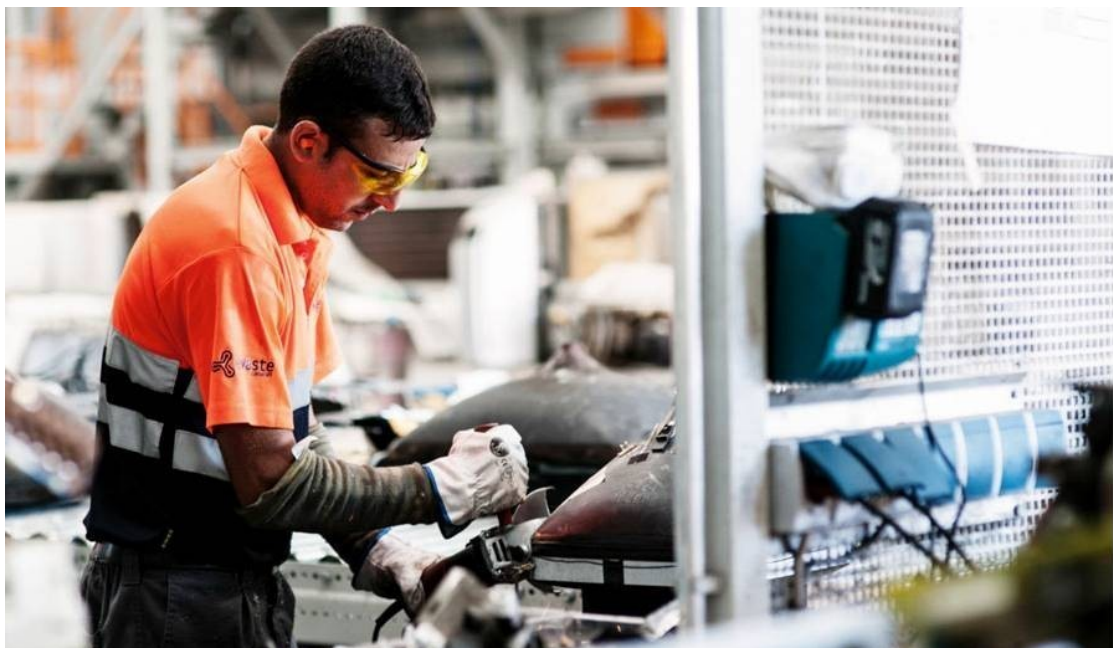
The [Cluster Canario de Construcción Sostenible](#) (Canarian Sustainable Building Cluster), partner of the project, was created in 2009. This professional and business organization is a non-profit and independent organization which aim is to modify the mindset of the sector in the Region to make it more sustainable. The cluster is composed of companies and independent professionals ranging the whole sector: architecture, energy, water, materials, engineering, demotic, Research and Development and city planning. The cluster is an example of how the stakeholders in a sector are willing to modify their practices with the objective of increasing the sustainability of their activity.



Further information: <http://clusterccs.org/> https://youtu.be/B5yDfPBc_dg

EWASTE

EWASTE is a business project supported by the Department of economic promotion of the Canarian Government within the framework of support subsidies granted in 2016 and part-financed with ERDF European SMEs. EWASTE has become a world leader in the sector of recycling of waste of electrical and electronic and refrigerant gases. EWASTE is an example of a successful company that is internationally renowned for its good practices in waste management; the company operates one of the most advanced electronic and electrical equipment waste treatment plant in Europe. The objectives of this company are: 1) Environmental protection; 2) To recover raw materials with a high degree of purity in compliance with the latest very strict European standards; 3) To recycle waste in accordance with the principles of proximity and self-sufficiency; 4) To foster diversification of the economy and the creation of high qualification green-sector jobs; and 5) To drive endogenous potential for development and consolidation of an industrial fabric related to recycling based on criteria of quality, innovation, efficiency and respect for the environment. The company has also a strong social commitment as over 40% of our workforce has disabilities or belongs to groups at risk of social exclusion.



Further information: <http://www.ewaste.es/> <https://youtu.be/EVsgnL4lg6g>

Ecoareas “Mardetodos”

[Ecoáreas - Mardetodos](#) (Eco-areas - Oneseaforall) is an innovative canarian Blue Economy initiative that seeks to transform the use and management of coastal areas into a model that rewards and promotes sustainable and responsible practices. The project is financed by the Tourism, Culture and Sport Board of the regional government of the Canary Islands and supported by ERDF Funds of the Avanza Plan of the European Union (Operational Programme for Canary Islands 2014-2020:

http://www.gobiernodecanarias.org/turismo/dir_gral_ordenacion_promocion/feder/index.html).

The aim of the Eco-areas project is to become a channel for all the challenges faced and proposals made by both individuals and entities that are committed to improve the sustainability of Canarias’ coastline; the final objective being to the preservation of the natural values and to foster the sustainable use of the sea: <http://ecoareas.org/wp/red-ecoareas/>. To achieve this aim, eco-areas project creates dynamic coastal areas using a participatory approach in a bottom- up model, where those that benefit from them have a voice. The Eco-areas are drivers to develop numerous activities in an orderly and sustainable manner, while at the same time encouraging the creation of synergies among them. Good examples of activities with ecotourism potential are swimming, scuba-diving, snorkelling, the different types of surfing, kayaking, gastronomic tourism, recreational fishing and, of course, professional fishing.



Further information: <http://ecoareas.org> / <https://youtu.be/3ZmzroTeg5Q>

ECOINNOVA - COOPERATION CENTER FOR INNOVATION IN PRODUCTIVITY AND AGRICULTURAL SUSTAINABILITY

ECOINNOVA is an initiative of the type of business incubator whose functions are: to support new initiatives, to strengthen the entrepreneurial capacity, to encourage the consolidation of new companies by minimizing costs in the beginning, to help increase the survival rate of these companies and to contribute to the creation of job. The objectives of the ECOINNOVA project are the promotion of innovation, cooperation and the development of knowledge in organic farming, identifying professional profiles at a national and international level in highly innovative areas, developing a complementary training itinerary based on skills and abilities, promoting an ecosystem of innovation in agriculture, to raise awareness, inform and stimulate people and entities of the rural environment and design and promote the acceleration of business and social innovation projects, with a "custody of the territory" approach.

The results and the expected social impact are the incorporation of new technologies in agriculture, improvement of the competitiveness of the small agri- food industry and promotion of entrepreneurship, revaluation of the agricultural profession and promotion of food autonomy. The project has a total budget of 172,822.74€; staff team for assessment, advice and training. The initiative has trained 45 unemployed from Gran Canaria and has increased their potential to improve their activity in the sense of competitiveness. The initiative has great potential for replication since it can be adapted to agricultural areas and only requires a content budget and a quality technical team to assess the projects. Each institution that wants to replicate the initiative should adapt the contents to the characteristics of the territory where it will be implemented.



Further information:

<https://cabildo.grancanaria.com/documents/10180/7471583/EcoInnova/0b5b0818-0645-47d3-9e7c-a584f8469a70>

REGIONAL COUNCIL OF REUNION (PP2)

Simplifying access to business support schemes: the SAV (support, accompany, enhance)

The Regional Council of La Réunion holds the responsibility to set-up support and financial services dedicated to the creation and takeover of businesses. To that end, the Permanent Commission of the Regional Council validated on July 2016 the SAV (*Soutenir Accompagner Valoriser*). The aim is to simplify the identification of potential support services and financing solutions (subsidies and financial instruments). This measure will last five years (term of office in 2021) and the responsible organisations are: The Regional Council, the Employment office, Consular chambers - Chamber of commerce and industry/chamber of crafts and the High Council of Chartered Accountants.

The SAV's function is to inform, guide and accompany project leaders to apply for funding. The SAV is based on a mobile application (budgeted in 190,000€) and a platform (www.entreprises-reunion.re), physical information desks (entry points) deployed in multiple geographical sectors and a partnership with the actors of business creation.



Further information: <https://regionreunion.com/IMG/pdf/presentation-sav2017.pdf>

Service-design approach to tailor support services to the specific needs of entrepreneurs (SRDEII)

Since 2015 Regional Councils have the responsibility of economic development policies. To that end, each region must elaborate a “Regional Economic, Innovation and Internationalization Scheme” (SRDEII), that defines orientations and priorities for the 5 coming years. The SRDEII mobilize European, national and local resources dedicated to economic development. Around 100,000€ will be used for workshops and tests. The measure targets any potential business creator/runner. The service design process will benefit to all users; yet the construction project will imply voluntary users. Long- term unemployed people could be beneficiaries, as enterprise creators. The SRDEII was adopted by the Regional Council on December 19th, 2016. This measure involves the following organisations: The Regional Council, the Regional Development and Innovation Agency - Nexa, local authorities, Consular chambers, socio-professional organizations, clusters and business-support structures

Through this scheme, the Regional Council aims at increasing the quantity and quality of entrepreneurial projects developed on the island, to reveal – through a trial and error approach – local competitive advantages and activities that may generate prosperity and jobs. To that end, the scheme determines the type of policies and instruments to be implemented by public actors and support structures (development of entrepreneurial capabilities, through educative programs..., stimulation of business ideas, simplification of business creation, access to financial instruments, prospection of international markets and promotion of business’ collaboration). The singularity of the SRDEII lies in the determination to adapt public services and interventions to the specific needs of users. To that end, its elaboration required a large concertation, mobilizing more than 100 representative structures, for six months. The objective was to identify users’ issues, needs and expectation, profiles, to build prototypes adapted to specific needs...



Maritime Pole

Since 2016, the Regional Council holds the responsibility for economic development and research and innovation policies. It is also leading the Smart Specialization Strategy (RIS3), which sets tropical bio-economy as a priority field of activity. The Regional Council is running a feasibility study for the creation of a centre of skills entitled “*Pôle Mer de La Réunion*” (PMR) – Maritime pole. This potential structure or network would bring together local stakeholders implicated in marine sciences, economy and policies to reach a critical mass and establish an enabling environment for knowledge transfers, experimentation and economic activities related to the sustainable management of marine ecosystems. The study is currently mapping the resources and expectations of stakeholders and evaluating the potential of the maritime basin. Based on these objectives, it will, by the end of 2017, propose an economic and legal prefiguration of the pole. Then, the pole should be created by 2021. The organisations involved in this process are the following: Research centres (IRD, IFREMER, University of La Réunion), Technical centre (Hydrô Réunion), Economic clusters (Qualitropic, Maritime, Temergie), Professional organizations (CRPM) and other public bodies such as Marine Reserve.



OCEAN METISS project (Université de La Réunion)

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CONTRIBUTION A LA PLANIFICATION SPATILE MARITIME
DU BASSIN SUD-OUEST DE LA ZONE OCEAN INDIEN

Further information: <https://www.oceanmetiss.re/?lang=en>

REGIONAL DEPARTMENT FOR EMPLOYMENT AND PROFESSIONAL TRAINING - AZORES (PP3)

Rede Valorizar

Created in May 2009, Rede Valorizar is the service of the Regional Government responsible for the processes of recognition, validation and certification of competencies (RVCC), like the New Opportunities Centres (CNOs) and the Qualification and Vocational Education Centres (CQEPs). The budget earmarked for this initiative is 3,370,000€ (2017). Its target group encompasses unemployed people without basic schooling and it is worth mentioning that so far about 50% were long-term unemployed people. Adults without the 1st cycle of schooling, many of them unable to read or write, was a challenge that we had never encountered, but we decided that we would have to do it. The first courses started in January 2012 and continue to this day. In 2016, 190 actions on 7 of the 9 islands composing the archipelago were performed. As Rede Valorizar has only three training rooms, the actions take place in professional schools, regular schools, libraries, parish councils, houses of the people, parish centres, cultural associations and any other local community that wants to collaborate with us.

Throughout the year a set of good practices were added to the project, such as the social projects that the groups develop - blood donation, clothing collection, volunteer work at Banco Contra a Fome, and in Praia da Vitória, two years ago, A pedagogic garden that still continues today - or the reading of books that develops for the creation of books, designed to the learners' children.



The image displays a collage of promotional materials for Rede Valorizar. On the left is a green and white poster for an ABC course titled 'Já tive medo, hoje tenho história!' (I was afraid, now I have history!). The central part features the 'REDE VALORIZAR' logo, which includes a stylized infinity symbol, and the tagline 'A CERTIFICAR OS AÇORIANOS'. Below the logo, contact information is provided: 'Telefone: 296240000' and 'E-mail: redevalorizar@azores.gov.pt'. At the bottom, there are logos for DREQP, Acores 2020, Portugal 2020, and the European Union.

Telephone: 296240000
E-mail: redevalorizar@azores.gov.pt



Further information: <http://www.redevalorizar.azores.gov.pt/>

Berço de Emprego

The programme named *Berço de Emprego* (meaning 'Cradle of Employment') supports the temporary replacement of female employees who hold a contract and are taking maternity or adoption leave by female receiving unemployment benefits. Replacements are temporary and limited to the duration of the maternity or adoption leave plus two months but can never be less than one month. Although employers are responsible for paying employment insurance, applicable allowances and legally due retribution, subsidies and retribution are reimbursed (except Social Security contributions). The earmarked budget is 500,000€ and the Regional Directorate of Employment and Professional Qualification and Regional Employment Fund is the responsible organisation for this programme. Regularly constituted companies and non-profit entities are services and bodies dependent on local, regional and national public administration, private institutions of social solidarity or similar and non-profit associations and cooperatives.



800 500 501



LOJA VIRTUAL



ENTRAR

▼ SERVIÇOS



TRABALHO > BERÇO DE EMPREGO

Berço de Emprego

Este serviço destina-se fundamentalmente às entidades, que em colaboração com a Direcção Regional do Trabalho, Qualificação Profissional e Defesa do Consumidor, e através dos diversos programas existentes, recrutam cidadãos inscritos nas agências para a qualificação e emprego, procurando estimular e tornar mais fácil o acesso ao emprego, principalmente por parte daqueles que dada a sua desvantagem, têm maior dificuldade em aceder ao mercado de trabalho: jovens à procura do primeiro emprego, desempregados de longa duração, pessoas portadoras de deficiência e em situação de desigualdade social.

O Programa Berço de Emprego visa a substituição temporária de trabalhadoras, por conta de outrem, em situação de licença de maternidade ou por adopção, por beneficiárias de prestações de desemprego.

Further information: <https://www.riac.azores.gov.pt/#!/servico/berco-de-emprego>

Marca Açores - The Azores Brand

The identification of the Region with a synonymous brand of quality that differentiates the product from the most distinctive attributes of the Azores - nature, high environmental value, diversity and natural exclusivity - proves to be of undeniable importance in the success of a strategy access and market loyalty, with a view to inducing added value to Azorean products and services and fostering the economic base of exports. *Marca Açores* brand is born of the very nature of the Azores. This brand has been drawn from the inside out: capable of crossing borders in a sophisticated and modern way, but also of establishing an emotional connection with those who live here. The minimalist design gives the brand a more contemporary and contemporary side, although it respects Azorean roots and nature through texture and the way the brand is applied.

The Azores brand is managed by the Society for the Business Development of the Azores. SDEA designs and implements business development incentive measures aimed at reinforcing Azorean companies' competitiveness and productivity and promotes innovation and entrepreneurship. The Azores brand is used by a hundred companies and is in more than a thousand products. According to the survey carried out for the companies adhering to the Azores brand, in 2017 these companies registered a growth of 22% of their sales.



Further information: <https://www.marcaacores.pt/ficheiros/catalogo.pdf>

MADEIRA EMPLOYMENT INSTITUTE (IP-RAM), AUTONOMOUS REGION OF MADEIRA (PP4)

PEED – Stimulus Programme for the Entrepreneurship of the Unemployed

The PEED is a programme which encourages and supports the creation of jobs by unemployed entrepreneurs who have a commercial concept technically, economically and financially viable. The programme is headed to unemployed people, enrolled in the *Instituto de Emprego da Madeira*, IP-RAM. The programme is intended for an individual or collective business activity. If it is collective the PEED will be able to create 4 jobs needed for the development of the project, including the project leader, provided that they are all registered in IEM. A team of experts in Management Entrepreneurship helps the promoters in all the process, from the very beginning up to 3 years after the approved of application. The financial support per job created is equivalent to 10 times the Social Support Index (IAS), being increased by 10% when the job application is filled by young people up to the age of 30, long-term unemployed, more than 1 year or more than 45 years and beneficiaries' RSI (Social Insertion Income). However, these increases can' not be accumulable among themselves, opting for the most advantageous. The additional financial support is granted as a non-refundable grant up to 15 times the Social Support Index (IAS), for each job created and up to the limit of four.

The available funds for this program in IEM's budget for the period 2014-2020 was 3,420,000€ (15% Regional budget and 85% FSE). Technical experts in the area of management for projects analysis, approval and monitoring. IEM, IP-RAM contributed to the creation of many success enterprises through the PEED, in different areas: Agriculture, restoration, bakery/pastry, travel agencies, catering, tourism, transports. The success stands essentially in the number of jobs created: 70 projects approved, and 125 jobs created (2017).



Further information: <https://www.iem.madeira.gov.pt/>

The Agriculture School of Madeira

The Agriculture School of Madeira was created with the purpose of promoting the agricultural and food industry sectors with qualified human resources. With the aim of increasing regional competitiveness, the Agriculture School of Madeira has training courses for those interested in developing and deepening their skills in agriculture, in its different production structures, transformation and commercialization, as well as in the protection and improvement of agriculture, food security and as a consequence in the living conditions of the Madeira Autonomous Region's rural populations, with positive effects in the regional economy.

The school empowers farmers in different areas such as flowers production, banana, mushrooms, beekeeping, pruning and grafting, custard apple, shoot production, as well as training in the area of livestock: breeding and transport of animals and the course of application of plant protection products.

In 2017, 25 training courses were held, in 2018, 55 agriculture and animal welfare training courses were held. The Agriculture School of Madeira has the best regional trainers/specialists in the training areas who strategically adequate the training itself to the sector needs and to the technical needs identified by the farmers.



Further information: https://www.madeira.gov.pt/srap?fbclid=IwAR3dQded6l_GaH9h1uYNzxEyj1KuLaOz/sWmgj3Q0M5ai7dbAvBbGxz7zZE

StartNOW

StartNOW was an innovation accelerator program in Madeira Island. Entrepreneurs developed their business idea, with mentoring sessions, winning tools to start. Throughout this acceleration programme, entrepreneurs had an opportunity to start or restructure an innovative idea, design the solution and build their business model. After 36 applications, the jury of the programme selected 12 teams to move on to 2 weeks mentoring and coaching session. After working on their business model and pitch, the startNOW's jury selected 6 teams: on final pitching: digiPOINTS, Indy, NipeMedia, OmniArtisan, Smart Water Network e 4U2Do. These projects developed services and/or products on the illustrative design, augmented reality, digital marketing, biological agriculture, sustainability and creative industry.

During the Incubation period (from September '18 – February '19), the teams received a development incentive (up to 15,000€), an incubator space at Startup Madeira; a telecommunications Kit Startup and specialized consultancy. startNOW was promoted by Startup Madeira and the Vice-Presidential of the Regional Government of Madeira. With the support of Altice and Antena 3. This program was cofinanced by the *Programa Madeira 14-20 - Programa Operacional da Região Autónoma da Madeira - Madeira +e- FEDER*.



Further information: www.now.startupmadeira.eu

TERRITORIAL COLLECTIVITY OF MARTINIQUE (PP5)

AIDE A L'EMPLOI

Due to the fact that Martinique has an endemic unemployment rate and young graduates face difficulties in entering the labour market, CTM has created a measure called *AIDE A L'EMPLOI*. *AIDE A L'EMPLOI* is a grant covering, during the first 2 years of the contract on a permanent contract, part of the gross remuneration according to a percentage varying according to the difficulty of insertion and the geographical location of the company. This measure comprises 3 areas:

- Young tree nursery (hiring of persons whose level of education is greater than or equal to BAC + 2)
- Senior employment (hiring of all persons over 45 years old)
- Other categories of workers (hiring of other categories of workers).

This initiative has permitted to hire 1,489 people and the total amount of the grants awarded in 2015 was around 5,000,000€. Beneficiaries can be SMEs in a sound financial situation and in good standing about tax and social obligations.



AIDE A L'EMPLOI

Further information: <https://www.collectivitedemartinique.mq/>

Schéma Territorial de Développement Economique, d'Innovation et d'Internationalisation (STDEII)

The STDEII is Martinique's Territorial Authority economic development scheme. It is a global policy which defines the development priorities of the territory and the type of support for implementation of these measures (financing, training, subsidy....). The STDEII was adopted by the Assembly of Martinique on the 18th of May 2017.

The scheme identifies three major development priorities for the island: green economy, blue economy and sustainable tourism. Concerning blue economy, the Martinican marine area traditionally exploited for its natural resources offers opportunities in plural activities such as fish processing, green energy, logistics and service activities, shipbuilding/shipbreaking.

Four new strategic priorities and innovations has been identified in order for Martinique to embrace the full potential of Blue Economy:

- Environmental innovations to deal more effectively with issues related to the preservation of marine ecosystems and sustainable fishing;
- Organizational innovations in order to strengthen economic structuring, ensure a good link between traditional sectors and emerging industries;
- Territorial innovations to rationalize port areas management and transform them into value adding zones;
- Social innovations in order to make the blue economy jobs much more attractive;



LE SCHEMA TERRITORIAL DE
DEVELOPPEMENT ECONOMIQUE,
D'INNOVATION ET
D'INTERNATIONNALISATION
S.T.D.E.I.I

Further information: <http://lab-innovation.cget.gouv.fr/sites/default/files/STDEII%20-%20Martinique.pdf>

TEECA : Trade Enhancement For Eastern Caribbean

The TEECA project (total budget of 2,199,099€ - Interreg 75% and Partners 25% -) intends to create durable and inclusive trade relations among Caribbean islands and enhance their competitiveness in the globalized world. The TEECA program aims to enhance market intelligence by creating a collaborative digital platform for information sharing. Export potential studies will be carried out for each key sector, and existing information will be stored digitally for reference. A Trade Facilitation Team (TFT) will be established with two offices in order to facilitate exchanges. Each office will be constituted by a multicultural, two-person team—one based in Martinique and another on-site in the Organization of Eastern Caribbean States (OECS). A pool of 30 companies was selected and an export strategy will be utilized based on specific theoretical and practical accompaniment actions for each sector. The accompaniment of the companies should result in an export strategy that allows for progress and longevity of companies. The dedicated sectors are the music industry, green companies, fashion, agroprocessing and ICT. In order to improve the knowledge of financing solutions, a financing guide will be created and available as an e-document in order to provide an inventory of the financing prospective. Caribbean experts will be reciprocally invited to take part in trainings on the financing theme. Also, to facilitate the co-operation and the exchanges between various Caribbean companies, we will take part in joint events and we will propose the common creation of innovating products.

Companies struggle to define competitive strategies of internationalization in order to answer their specific economic issues, such as small size of markets and companies, limited means, and access to adequate financing.



Further information: <https://www.martinique.cci.fr/>

Programme Territorial de Maîtrise Des Déchets

The *Programme Territorial de Maîtrise des Déchets* aims to promote the development of circular economy and improve waste management policies in Martinique. The Martinique Territorial Authority and the ADEME (Agency for the Environment and Energy Management) are the lead partners enforcing the *Programme Territorial de Maîtrise des Déchets* (PTMD) for the 2016-2020 period. It aims to develop circular economy and waste management in Martinique. The circular economy is still too little known to the general public, local institutions and the businesses limiting their collaboration which is necessary for its development. The PTMD accompanies the deployment of the industry of pre-treatment and value creation from waste. Calls for projects are regularly launched for the companies, NGO's and local stakeholders willing to engage themselves into circular economy management of their activity or developing new products.

The Martinique Territorial Authority dedicates 16,620,000€ of its own funds for the 2016/2020 PTMD period. 39M€ under the 2014/2020 ERDF program are dedicated for projects dealing with prevention, treatment and valorisation of waste. A team of 5 people (CTM and ADEME combined) manage the program. In 2017, the PTMD provided 1,2M€ in grants helping 26 projects. Among these projects the "Patronage Saint-Louis" association conducted building workshops for the integration of 30 long term unemployed people focusing on woodworking and recycling. The project helped to reduce the waste of furniture and the end of their life cycle and to develop new products made from recycled wood. The target public also acquired new qualifications improving their employment capabilities.



ADEME
Agence de l'Environnement et de la Maîtrise de l'Énergie

L'ADEME en Martinique
Agence de l'environnement et de la maîtrise de l'énergie

L'ADEME EN RÉGION | EXPERTISES | ACTUALITÉS | MÉDIATHÈQUE | PARTICULIERS ET ÉCO-CITOYENS | ENTREPRISES ET AGRICOL

L'ADEME en Martinique

L'ADEME en Martinique participe à la mise en œuvre des politiques publiques dans les domaines de la maîtrise de l'énergie, des déchets et plus globalement du climat et de la transition énergétique et écologique.

Further information: <https://martinique.ademe.fr/>

Odyssea Caraibes Blue Growth

The Odyssea Caraibes Blue Growth project is a regional partnership including Colombia, Mexico, Cuba, Caribbean islands and French Guyana. The project is an operational contribution to the blue growth sector in order to promote employment in coastal and maritime areas in Martinique and the Caribbean. The project is funded through the INTERREG Caraibes program. It aims to promote cooperation between blue growth companies (yachting, cruising, fishing...), research centres, sustainable development stakeholders and training partners. The project seeks to improve the attractiveness and competitiveness of the companies involved. The main activities are to innovative and eco-friendly investments in order to improve the amenities of and around ports and marinas, the development of thematic itineraries in order to promote the natural and economical assets of our destination through digital mediation, the development of a quality plan for our ports of call and tourism sector: services and reception upgrade, the promotion of Eco-mobility, the development of a "blue tourism cluster" to gather and get the private sector involved in the project, and professional training and employment.

The total cost of the project is 3,077,172€ (INTERREG Caraibes ERDF funds are up to 2,307,879€). The partnership will allow the creation of a Blue Tourism Cluster in order to generate new modes of public and private cooperation, develop new business opportunities and increase the international competitiveness of SMEs in the nautical and port sector. Improved connectivity between the destinations is also an expected result of the project.

The screenshot shows the homepage of the Espace Sud website. At the top left is the logo for 'Espace Sud' with the text 'COMMUNAUTÉ D'AGGLOMÉRATION DE L'ESPACE SUD MARTINIQUE'. To the right is the slogan 'L'Espace Sud aménage votre avenir !' and the website URL 'www.espacesud.fr'. Below the header is a navigation menu with links for 'Accueil', 'Qui sommes nous ?', 'Services à l'utilisateur', and 'Infos pratiques - SIG Web -'. A search bar is also present. The main content area includes a 'Villes membres' section with a map of the region and a large aerial photograph of the 'Rivière-Pilote' area.

Further information: <http://www.espacesud.fr/>

Project Partners Action Plan

Employment and green and blue jobs in outermost regions

GROW RUP

Entrepreneurship development and capacity building policies for
business creation and growth in outermost regions

<https://www.interregeurope.eu/growrup/>



INTERREG GROW RUP Project

REGIÃO AUTÓNOMA DOS AÇORES – Action Plan



Part I – General information

Project: GROW RUP Direção Regional do Emprego e Qualificação

Professional Country: Portugal

NUTS2 region: Azores

Contact person: Acir Fernandes

Meirelles Email address:

Acir.F.Meirelles@azores.gov.pt

Phone number: 963784719

Part II – Policy context

I - Introduction

The purpose of this Action Plan is to clarify the next steps that will be taken to meet the objectives of the INTERREG GROW RUP project. Thus, in its first part, we briefly summarize the European external environment in the area of the Green and Blue Economy, and then we present some indicators that help to characterize the regional context and that somehow validate our options in terms of the actions to be implemented.

Before describing the actions to be implemented, a SWOT analysis on the Green and Blue Economy is also presented in an outermost region such as the Azores. Both the listed actions and the SWOT analysis are the results of a workshop, held on May 21, 2019, which was attended by representatives of the following entities:

- Câmara do Comércio e Indústria de Ponta Delgada
- Direção Regional das Pescas
- Direção Regional do Emprego e Qualificação Profissional
- Empresa Green Azores
- Escola de Formação Turística e Hoteleira
- Escola de Novas Tecnologias dos Açores
- Escola Profissional da Povoação
- Escola Profissional da Praia da Vitória
- Escola Profissional da Ribeira Grande
- Escola Profissional da Santa Casa da Misericórdia de Angra do Heroísmo
- Escola Profissional da Santa Casa da Misericórdia de Ponta Delgada
- Escola Profissional de Capelas
- Escola Profissional de Nordeste
- Escola Profissional de Vila Franca do Campo
- Escola Profissional EPROSEC
- Escola Profissional INETESE
- Fundo Regional para a Ciência e Tecnologia
- Instituto Português do Mar e da Atmosfera
- Observatório do Emprego e Qualificação Profissional
- Sociedade para o Desenvolvimento Económico dos Açores
- Universidade dos Açores

The central objective of this Action Plan is to support the assessment and diagnosis of the current situation and the reflection on the possibilities of developing a new economic-environmental-social paradigm in the Autonomous Region of the Azores (RAA), which will increase the competitiveness of small and medium- sized enterprises based on a green and blue matrix economy.

2 – General framework

2.1 - External Enclosure

In the field of Green and Blue Economy, the European Union has defined its concepts, objectives and policies. The European Environment Agency defines the Green Economy as one where environmental, economic and social policies and innovation allow society to use resources efficiently, increase human well- being in an inclusive way, and conserve natural systems that sustain us.¹

The document EUROPA 2020 Strategy for smart, sustainable and inclusive growth ² has the following objectives:

Intelligent growth - Developing an economy based on knowledge and innovation;

Sustainable growth - Promoting a greener economy, more efficient use of resources and more competitive;

Inclusive growth - Fostering an economy with high levels of employment, which promotes social and territorial cohesion.

Finally, the 7th Environmental Action Program ³ elects the following priority objectives:

- a) Protect, conserve and strengthen the Union's natural capital;
- b) to make the Union a resource-efficient, low-carbon, competitive green economy;

¹ file:///C:/Users/AM196704.GRA/Downloads/towards_a_green_economy_in_europe.pdf

² <https://eur-lex.europa.eu/legal-content/PT/TXT/?uri=celex%3A52010DC2020>

³ http://www2.icnf.pt/portal/pn/biodiversidade/ei/resource/doc/estrategia-uniao-europeia/3-7-PAA_Decisao-1386_2013.pdf

- c) to protect citizens of the Union against environmental pressures and risks to health and well-being;
- d) maximizing the benefits of Union environmental legislation by improving its application;
- e) to improve the knowledge and data base of the Union's environment policy;
- f) ensuring investment in environment and climate policy and addressing environmental externalities;
- g) improving the integration and coherence of environmental policies;
- h) enhancing the sustainability of Union cities;
- i) to improve the Union's effectiveness in responding to international environmental and climate challenges.

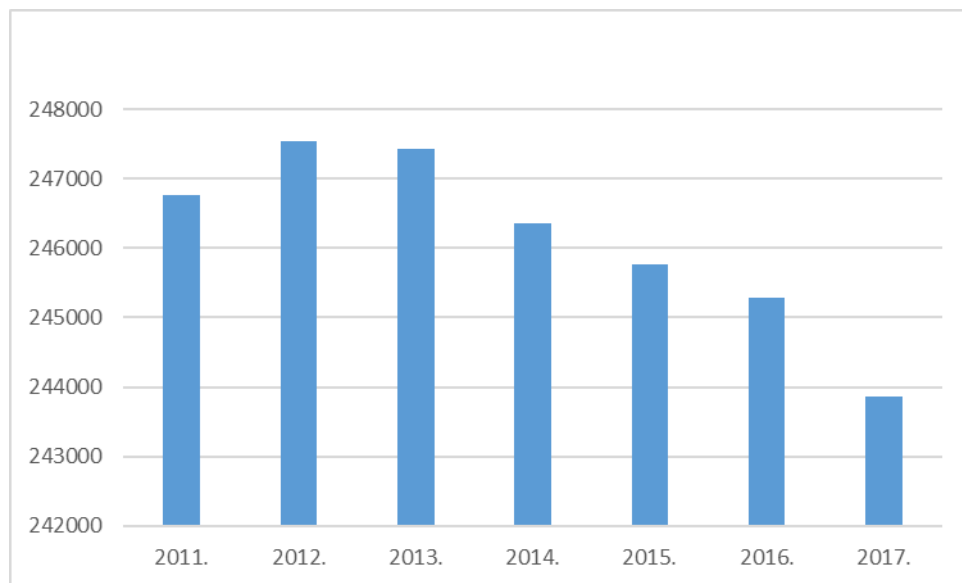
The 7th Environmental Action Program therefore builds on a set of strategic environmental initiatives and aims to increase the contribution of environmental policy to the transition to a low-carbon and resource- efficient economy. The program provides a comprehensive framework for environmental policy by 2020, identifying nine priority objectives to be achieved by the EU and the Member States, and is based on the polluter pays principle, precaution and preventive action and on the correction principle of pollution at source.

At the level of Training and Qualification, the European strategy is based on a European Reference Framework of Essential Competences for Lifelong Learning. Its first version is from 2006 and revised by the European Commission in 2016 through the New Skills Agenda for Europe - Working together to strengthen human capital, employability and competitiveness where it states that investing in abilities and skills is a first step towards the promotion of education, training and non-formal learning at European level.

2.2 – Population

In 2018, the RAA had a total population of 242,599 people, a decrease of 1.4% over the value of 2011, a reality that intensified mainly since 2014.

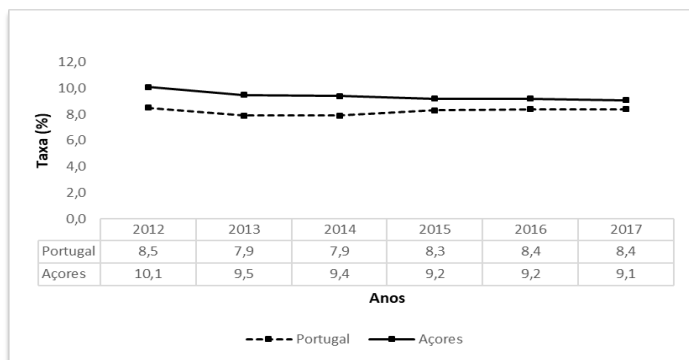
Evolution of the resident population



Estatísticas Demográficas 2017, INE (Instituto Nacional de estatística)

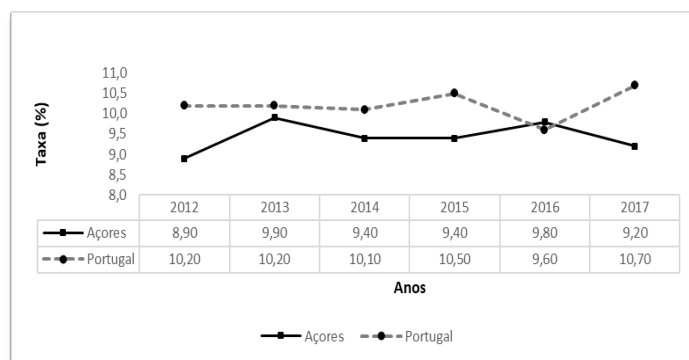
The birth rate is higher than the national average, although it shows a decreasing trend, standing at 9.1% in 2017, while the national rate is 8.4%. In turn, the mortality rate has shown some fluctuations, being, however, lower than the rate verified in the entire country.

Evolution of birth rate



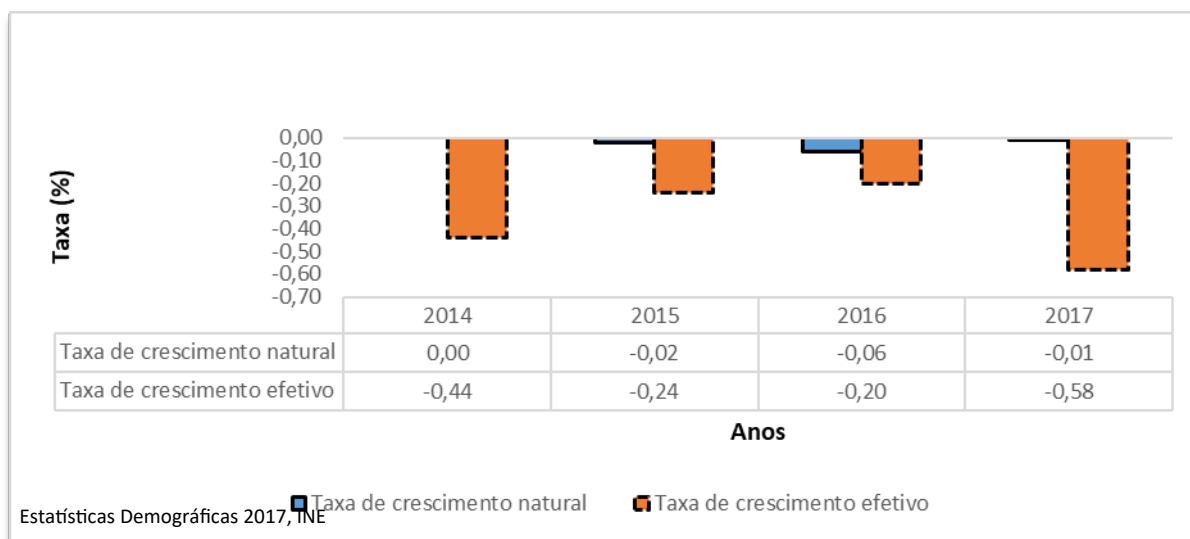
Estatísticas Demográficas 2017, INE (Instituto Nacional de estatística)

Evolution of death rate



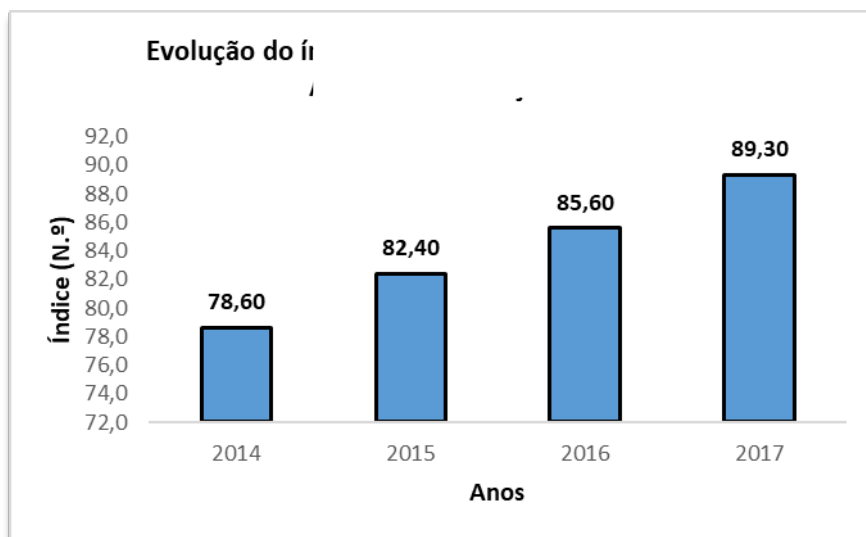
Birth and death rates that result in a natural growth rate with a declining trend, coupled with a negative growth balance, result in a negative effective growth rate, with a special focus on the years 2014 and 2017.

Evolution of natural and effective growth rates



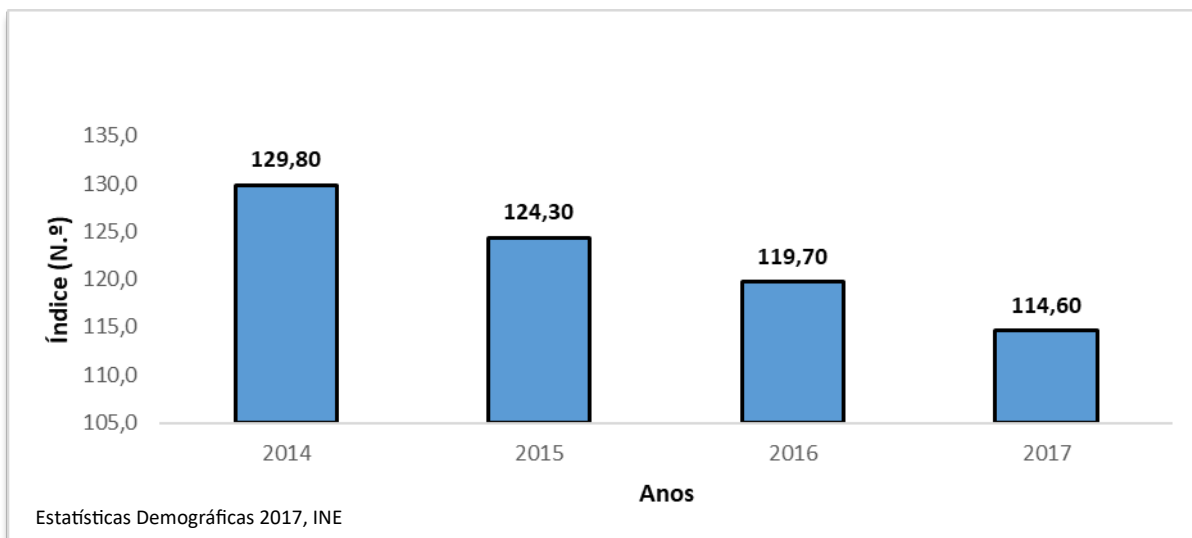
Regarding the age structure, although the trend of the last decade is aging, the population of the Azores is still very young, representing in 2018, in the age groups below 35 years, 43% of the total population.

Evolution of the aging index.



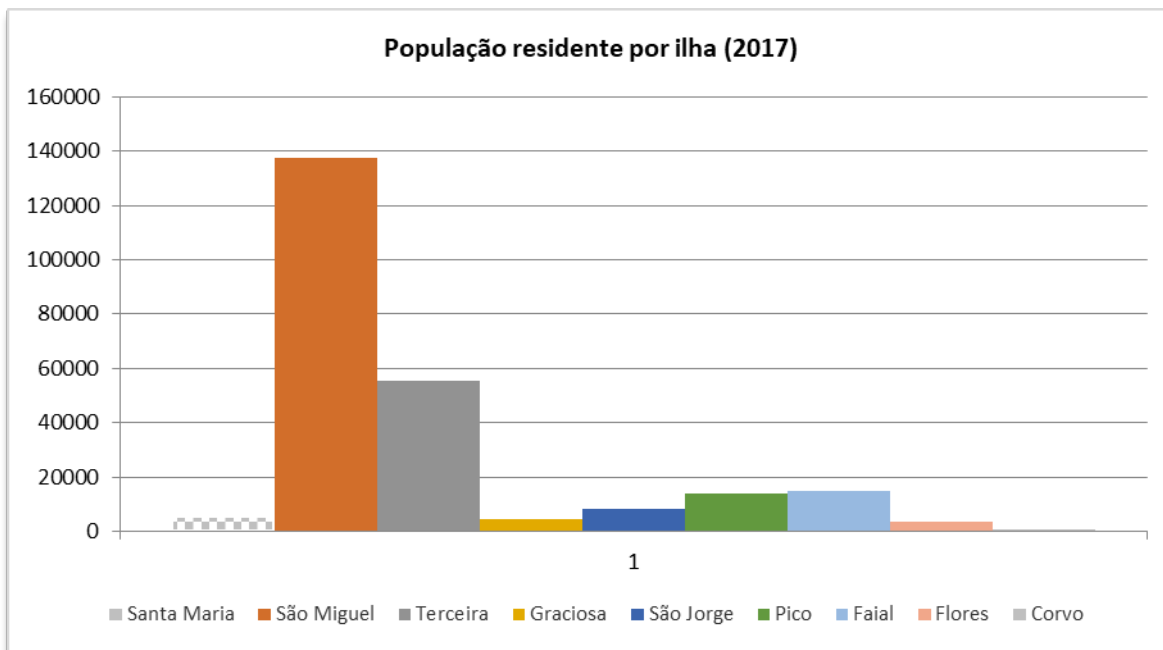
Estatísticas Demográficas 2017, INE

Evolution of the labor force renewal index.



In terms of geographic distribution, 79% of the Azorean population resides in the São Miguel and Terceira Islands.

Resident population by island.



Estimativas Anuais da População Residente, INE

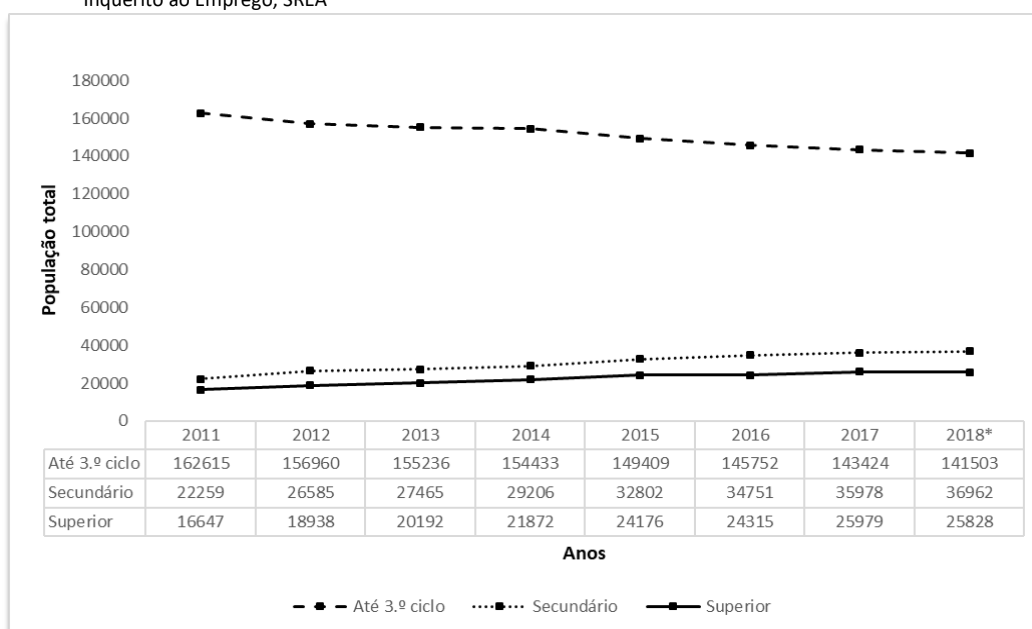
2.3 – Qualificação

The RAA has a good coverage of schools in all the islands, with 17 professional schools and a university.

In terms of schooling, the population is characterized by the high weight of individuals with qualification lower than the secondary school, although the tendency is of inversion.

Total population by level of education (annual average)

Inquérito ao Emprego, SREA



* Referência: 3.º trimestre
Inquérito ao Emprego, SREA

As in the total population, also in the active population predominate people that have levels of habilitation until the 3rd cycle of schooling.

Active population by level of education (annual average)

População ativa (15 e + anos) por nível de escolaridade completo (média anual)

	2011	2012	2013	2014	2015	2016	2017	2018*
Até 3.º ciclo	89794	84260	82537	81537	77697	73580	72568	73572
Secundário	16452	19719	20524	21969	24264	26199	28186	28539
Superior	14345	16660	16777	18078	20354	21018	21454	21587

* Referência: 3.º trimestre
Inquérito ao Emprego, SREA

On the other hand, school dropout rate fell from 44.8% to 28.3% between 2010 and 2018.

Early dropout rate of education and training.

In higher education, the trend has been to increase the percentage of Azoreans with this level of education, with the female population corresponding to approximately twice that of males.

Total population structure with completed higher education.

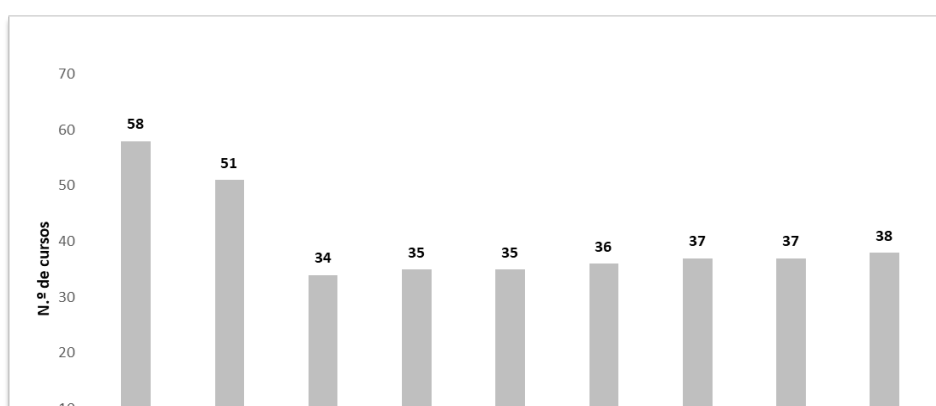
Estrutura da população total (15 e + anos) com ensino superior completo

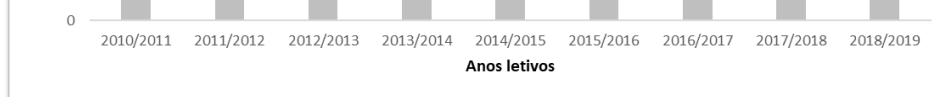
	2011	2012	2013	2014	2015	2016	2017	2018*
O								
M	11178	12439	13487	14343	15135	15197	16376	16838
H	5469	6499	6705	7529	9041	9118	9603	8990

Of the 19 municipalities of the RAA, 11 are served by professional schools, which provide courses for young people and adults. In addition to vocational schools, the Region also has the Rede Valorizar, which ensures that citizens residing in the Azores, over 18 years of age, regardless of their employment status, level recognition, validation and certification of skills (RVCC) basic, secondary and / or professional.

Since 2013, the number of vocational education courses for young people and trainees has remained stable.

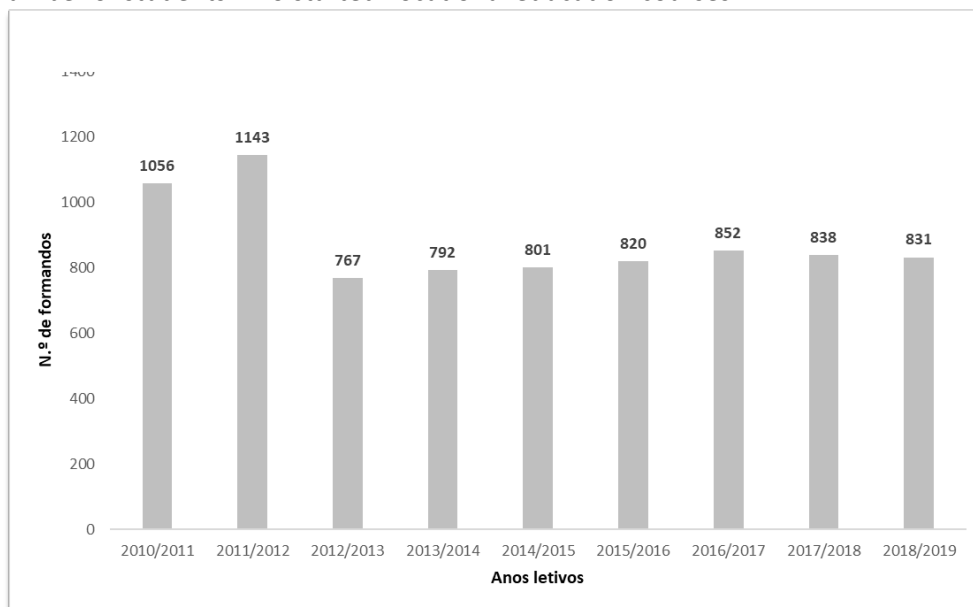
Number of vocational education courses started annually.





DREQP, Direção de Serviços do Fundo Social Europeu e da Qualidade

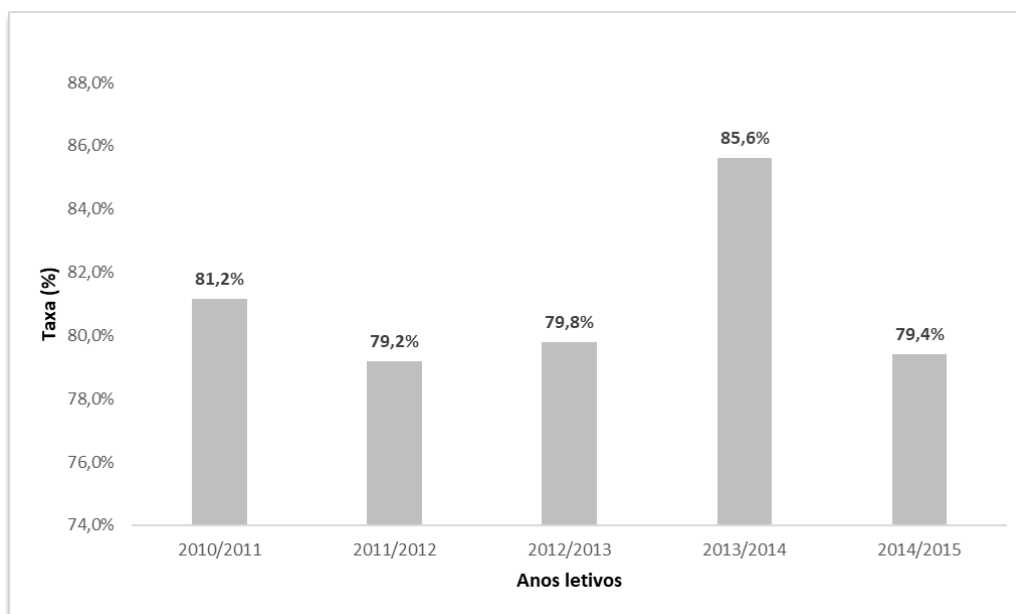
Number of students who started vocational education courses.



Between 2011 and 2018, the 361 professional education courses developed covered 35 education and training areas, with special emphasis on hospitality and catering (65 courses), tourism and leisure (29 courses), electronics and automation (27 courses) and computer science (26 courses).

The training of young people in a professional context is one of the types of training that has the highest success rate, surpassing 79% of conclusion.

Completion rate in vocational education courses.

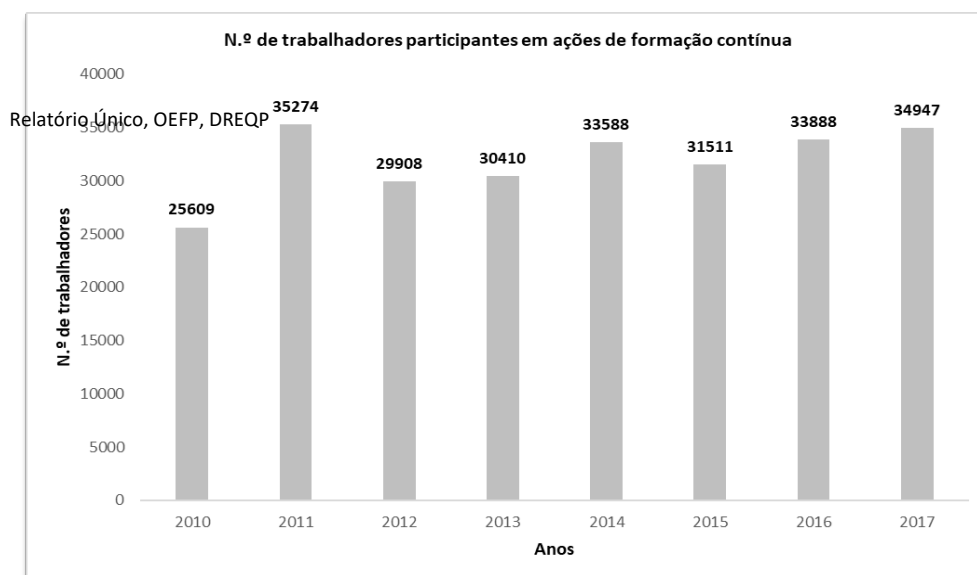


DREQP, Direção de Serviços do Fundo Social Europeu e da Qualidade

Adult education is another policy tool aimed at enhancing the employability of the active population. Considering the specific case of Reativar courses, as a rule they have a very high success rate, reaching 90% of conclusions in 2015.

The certification of school skills, both through the Recognition, Validation and Certification of Skills processes and the Basic Skills Acquisition (ABC) courses, has covered, since 2009, approximately 11,500 adults. Lastly, and still within the scope of industrial relations, business policies for the valorisation of their human capital through continuous training have been stable. Regarding continuing vocational training, between 2010 and 2017, the number of workers participating in training activities reached, on average, almost 31,900 workers.

Number of workers participating in continuing education actions.

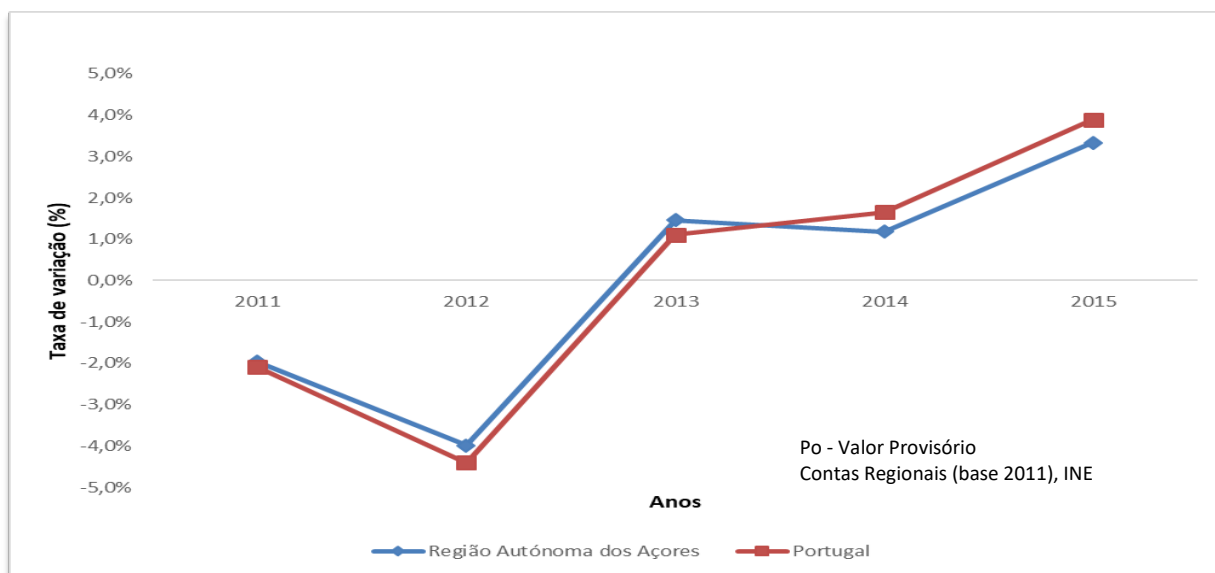


Relatório Único, OEFP, DREQP

2.4 – Economy

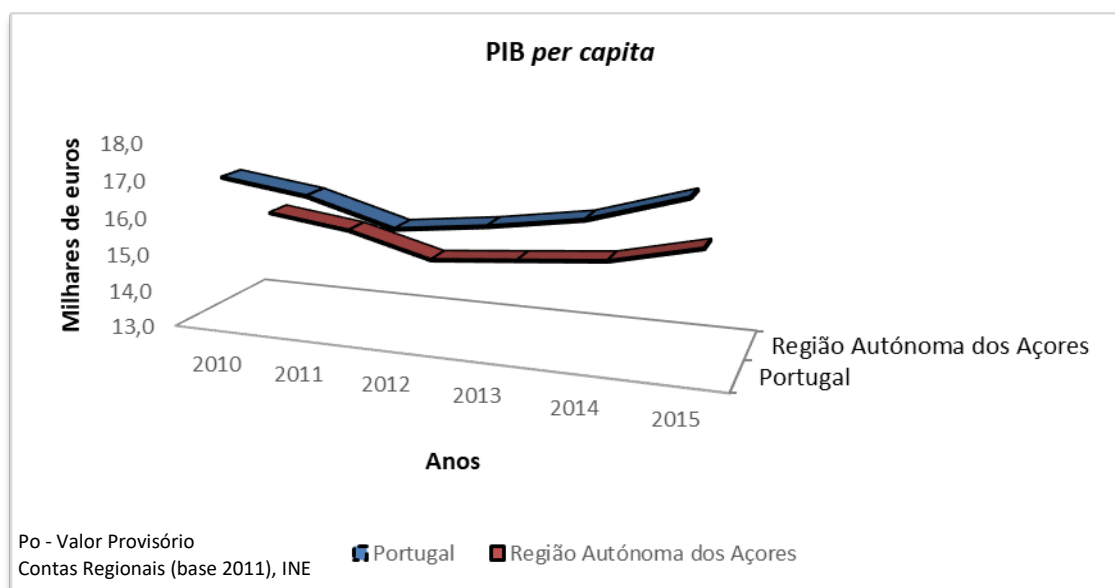
Since 2013, the RAA has been experiencing a trend of economic recovery, in line with the national trajectory, translated into a positive and consistent variation of the regional Gross Domestic Product.

Nominal annual variation of Gross Domestic Product.



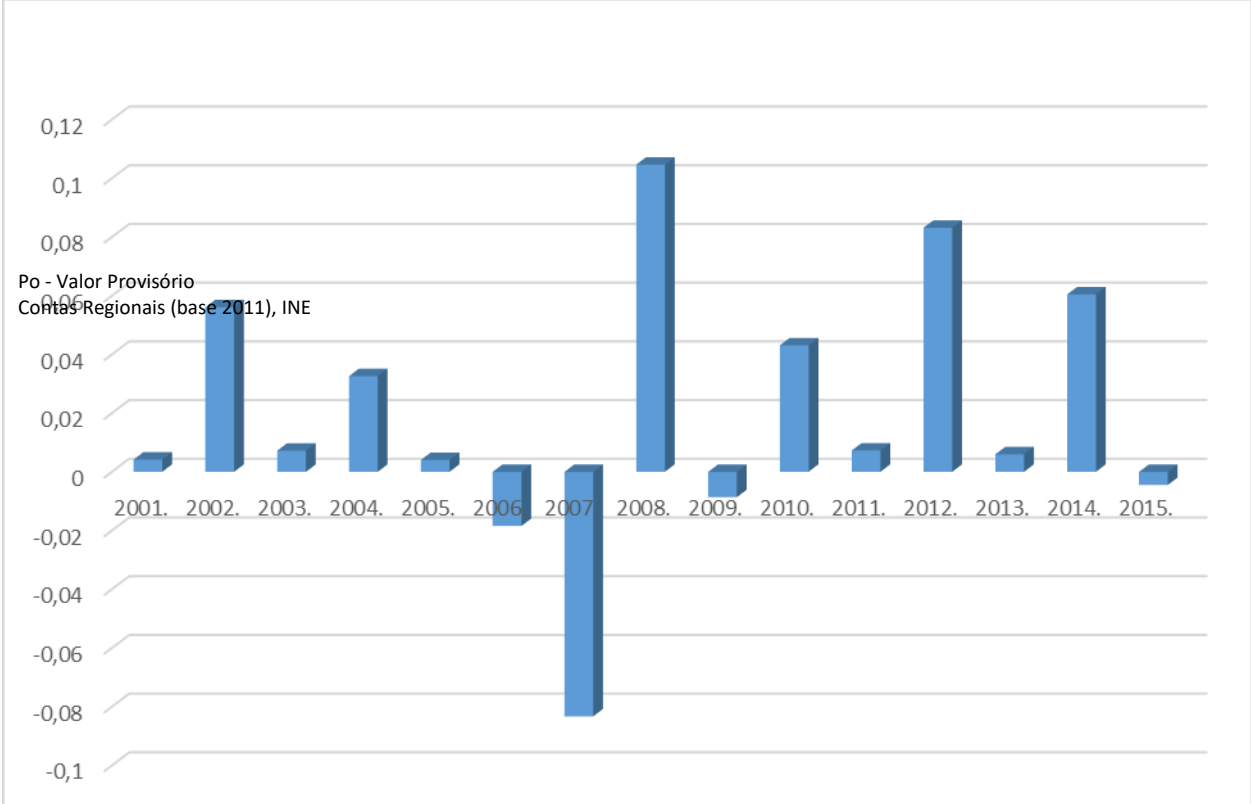
GDP growth is reflected in an increase in regional wealth distribution per inhabitant, following the national trend.

Gross Domestic Product *per capita*.



The economic activities that contributed most to the GVA are Trade, Transport, Accommodation and Restoration, as well as Real Estate Activities. With a similar weight, the following are Agriculture and Fisheries and Industry, Water and Sanitation.

Gross value added - Agriculture and fisheries



Po - Valor Provisório
Contas Regionais (base 2011), INE

Another positive factor is that, as regards the introduction of innovation in production, companies in the Azores are at the same level and sometimes exceed what is happening in average terms in the Country.

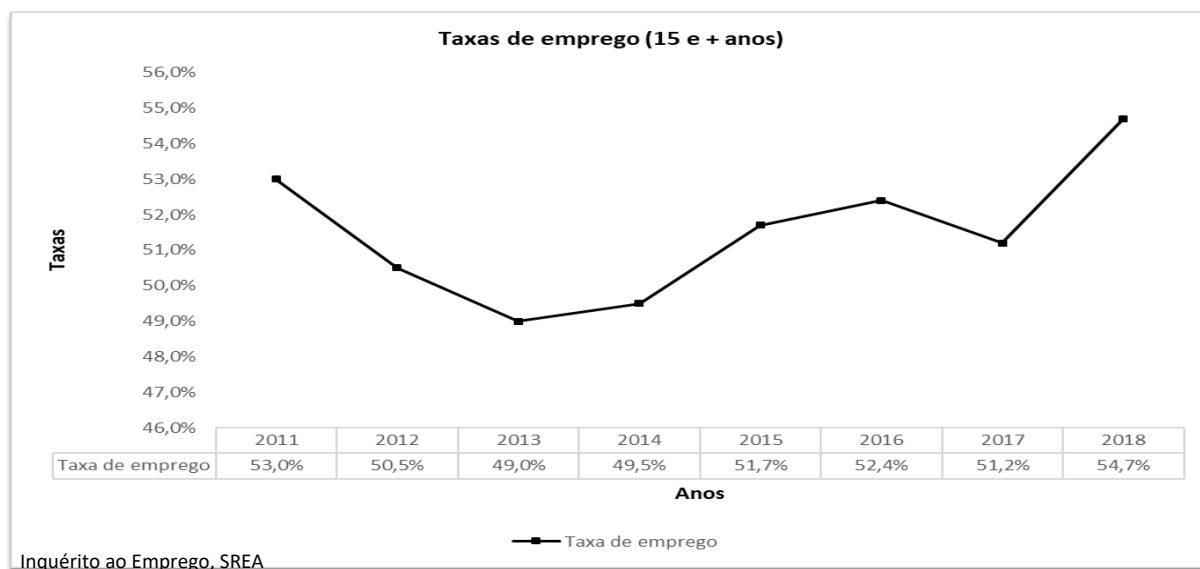
Business Innovation Indicators em 2012-2014 (%)

Indicadores	Companies with innovation activity	Companies with public funding for innovation	Companies with cooperation for innovation	Intensity of innovation	Turnover resulting from new products
Região Autónoma dos Açores	49,4	31,1	6,6	2	14,5
Portugal	53,8	22,7	16,1	1,3	12,1

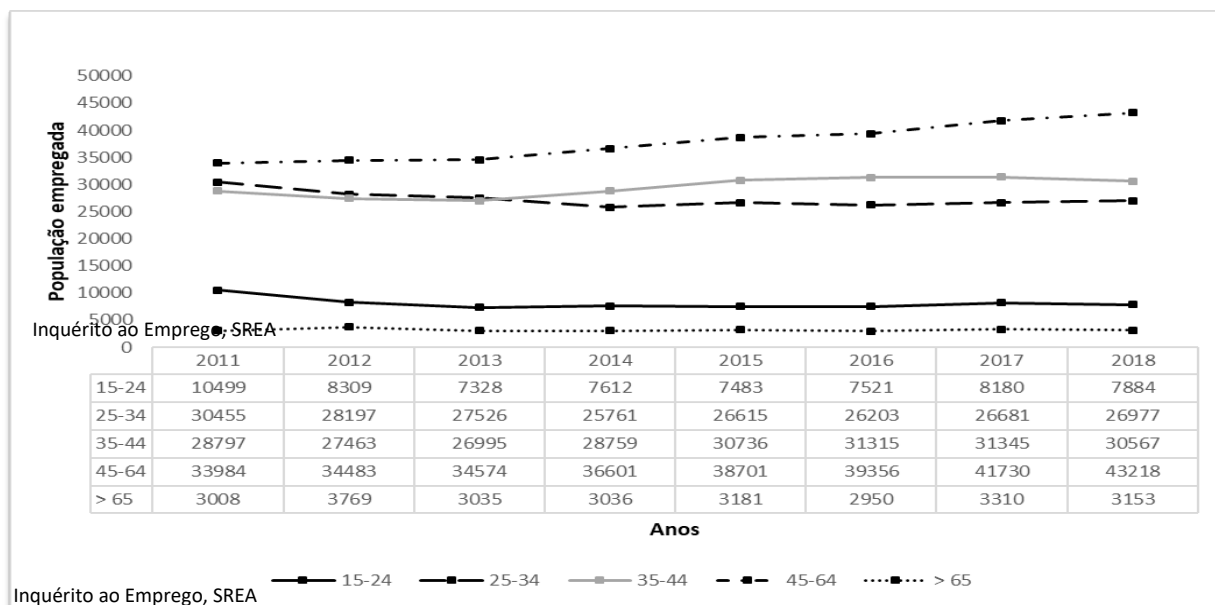
INE

2.5 – Employment

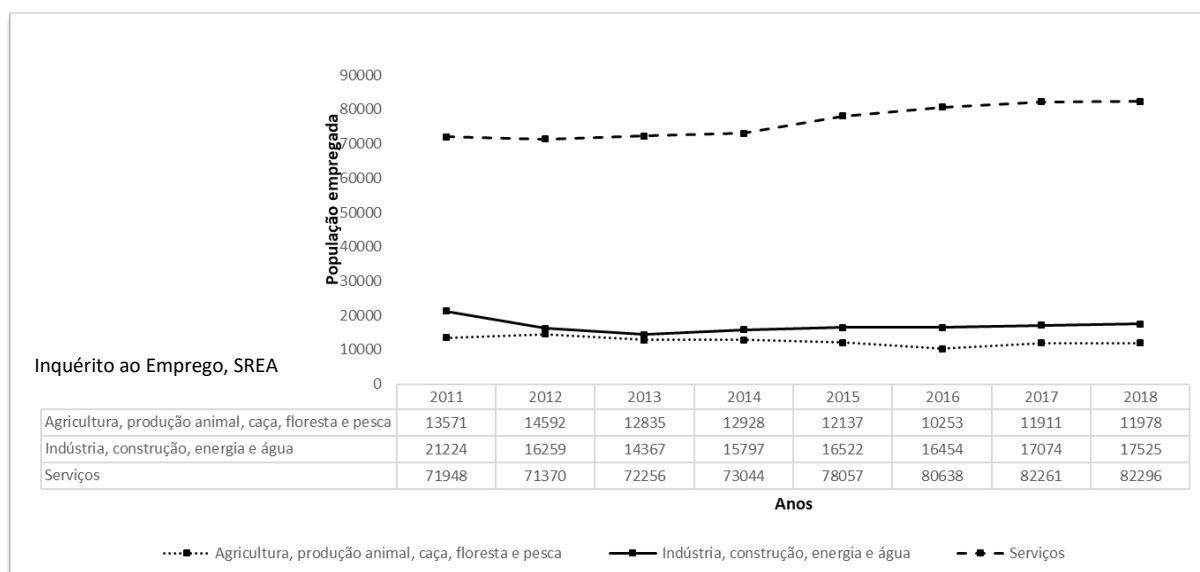
In the period between 2011 and 2018, the evolution of employment numbers is correlated with the economic situation in the country. In fact, in the years 2012 and 2013, there is a decrease in the proportion of the employed population. As of this date, the employment rate has increased, reaching, in 2018, values higher than those of 2011.



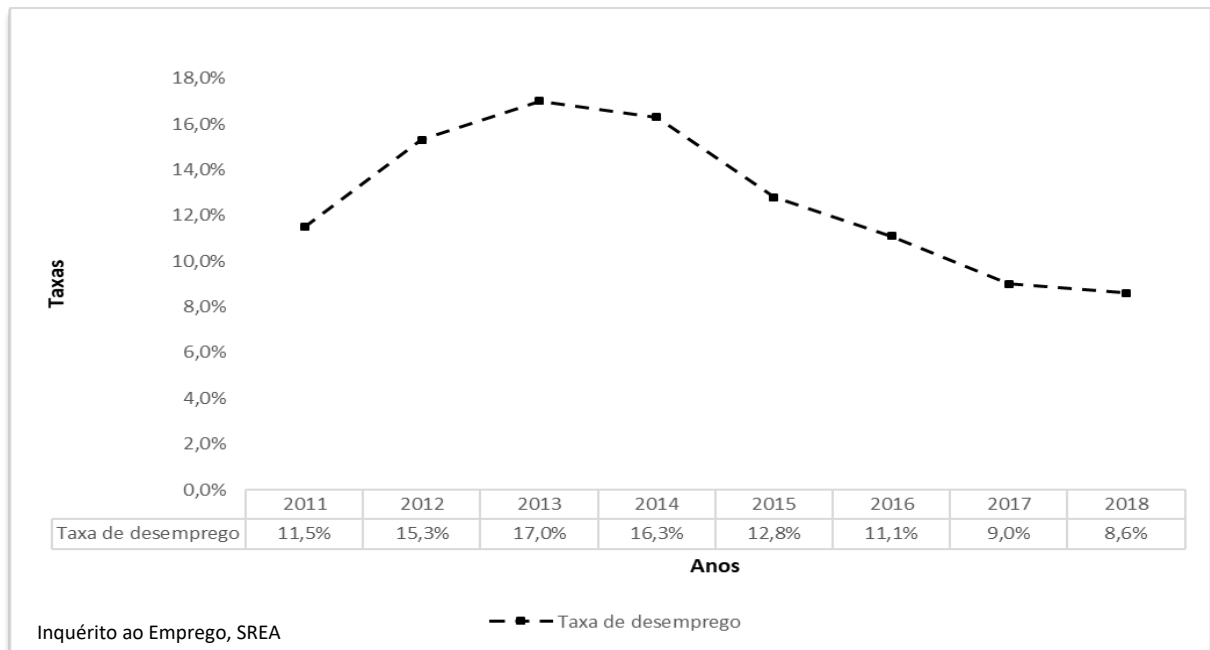
Looking at the structure of the employed population by age group, the highest representation is in the range of 45-64 years. This level, added to adults between the ages of 35 and 44, corresponds to more than half of the total employed population. In 2018, the young employed population, aged 15-24, represented 7% of the total employed population.



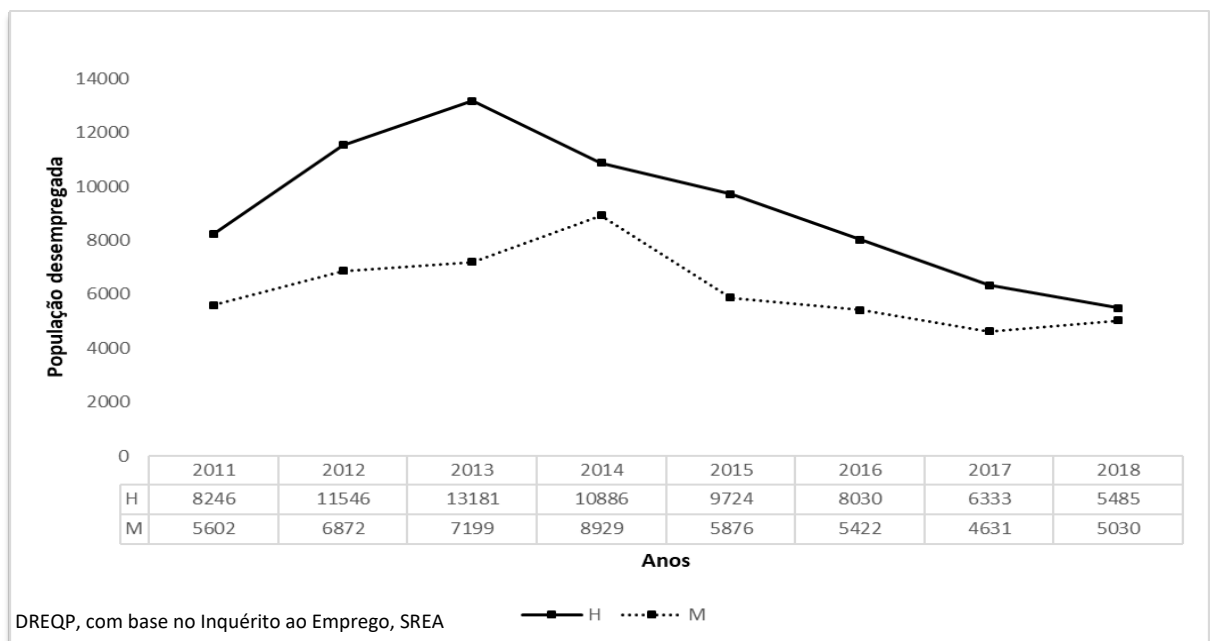
The employed population mainly belongs to the service activities, which absorbs 74% of the employees, followed by industry, construction, energy and water, with 16% of the employed population, and the agriculture and fishing sector, with the remaining 10%.



In the period between 2012 and 2014, the unemployment rate reached high levels, reaching 17% in 2013, but since then it has been decreasing, registering in 2018 the lowest rate of the decade.

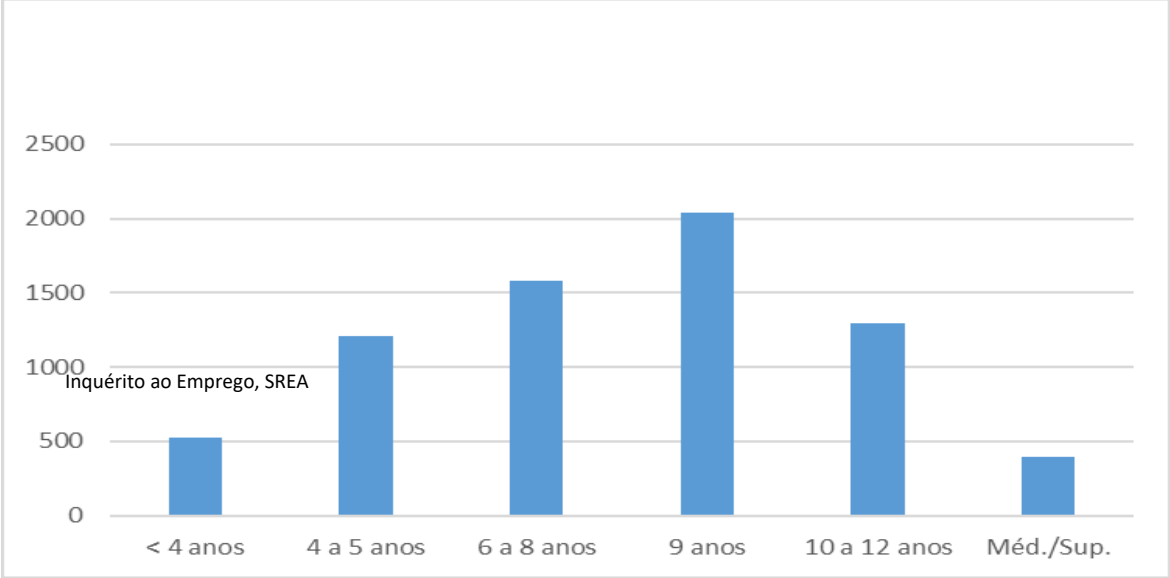


Unemployment has mainly affected the male population, which increased by almost 60% between 2011 and 2013. Since 2013, the unemployed population has consistently declined, in both genders.



The structure of registered unemployment is also characterized by the predominance of unemployed with low levels of qualification, varying the relative weight of those who hold until the 3rd cycle between 71.3% and 83.6% over the study period.

Unemployment by education - December 2018



Mercado de Emprego – Estatísticas Mensais, IEFP

2.6 – Síntese/Synthesis

the total population is characterized by being young and concentrated essentially in two islands. There has been a gradual decrease in the birth rate and an increase in emigration, which has resulted, since 2013, into the reduction of the effective population of the Region. On the other hand, there is also an increase in the population's aging rate and a reduction in the rate of renewal of the active population, that is, they continue to enter the labor market more than older people, but with a lower intensity . Despite the decrease in the resident population, the active population grew from 119,838 people in 2013 to 122,314 in 2018.

Although there is a decrease in assets with a level of education lower than secondary and a gradual increase in the number of assets with a level of qualification equal to or higher than secondary education, about 59% of the active population still has less than the 12th grade of schooling.

Early school dropout has been declining but it is still above the national average. A significant part of the working population lacks basic skills as a result of their low level of education. Therefore it is necessary to make an effort to successfully complete compulsory education, to promote vocational training and to raise the basic skills of the population through lifelong education.

Since 2013, unemployment has consistently declined, with the lowest unemployment rate in the current decade at 2018: 8.6%. Young and long-term unemployment are those that stand out in the overall structure of unemployment in the Region, and there is still a gap between demand and supply in terms of skills.

The employment rate has shown a significant increase, highlighting the increase of female employment, in the order of 13.6%, from 2013 to 2018. The employed population has increased in a sustained way. By 2018, the active population accounted for about 60% of the population over 15 years of age.

The regional economy presents a sustainable economic growth, characterized by the change in the weight of the sectors of economic activity and the introduction of factors of innovation.

The Azores 2020 Operational Plan has a commitment rate close to 80%.

III – SWOT Analysis of the Green and Blue Economy in the Azores

The SWOT analysis is a tool that makes it possible to diagnose the strategy to be defined for the Green and Blue Economy in the Azores, signaling strengths and weaknesses in the definition of the strategy and relating them to the external constraints in terms of opportunities and threats that present themselves

		FORCES	WEAKNESSES
INTERNAL ENVELOPE		<ul style="list-style-type: none"> • Autonomy in the definition of regional economic policy; • Age structure of the young population; • Increase in the Active Population, the Activity Rate and Employment; • Natural wealth, heritage and culture; • Tourism potential not yet reached; • Resistance to the crisis by the agro-food sector; • Broadband internet access; • Agri-food sector with research and innovation initiatives; • Exclusive Economic Zone of great size. 	<ul style="list-style-type: none"> • Misalignment, in the labor market, between supply and demand for skills; • Low qualification of the active population; • Population concentration in two islands; • Water storage capacity; • Difficulty of interconnection between research and economics; • Excessive use of some spaces by tourism, with a risk to natural resources; • Few statistical data; • Transportation.
		OPPORTUNITIES	THREATS
EXTERNAL ENVELOPE		<ul style="list-style-type: none"> • Political Stability; • Economic growth; • Growth of the Tourism Sector; • Growth of the Digital Economy; • Tax benefits on foreign investment; • Comprehensiveness of the education and training network. 	<ul style="list-style-type: none"> • Trend of aging of the population; • Early school leaving; • Decrease in the resident population; • Desertification of smaller islands; • Geographical dispersion and diversity of inter-island economic and social contexts; • Vulnerability to climate change.

IV – Financing source: FEDER and FSE

The European Regional Development Fund (FEDER) and the European Social Fund (FSE) present a commitment rate of 78% in the Azores 2020 Operational Plan as at 31 December 2018.

In the Azores 2020 Operational Plan (PO Açores 2020), the main axes related to the Green and Blue Economy are the 3, 4 and the 6.

AXIS 3 - COMPETITIVENESS OF REGIONAL COMPANIES

Specific Objective 3.1.1

PROMOTING QUALIFIED AND CREATIVE ENTREPRENEURSHIP AS A POTENTIAL FOR INNOVATION AND REGENERATION OF SECTORAL AND REGIONAL ECONOMIC TISSUES

Specific Objective 3.2.1

STRENGTHEN BUSINESS CAPACITY BUILDING FOR THE OPENING OF REGIONAL COMPANIES TO FOREIGN MARKETS

Specific Objective 3.3.1

STRENGTHENING BUSINESS EMPLOYMENT CAPACITY BUILDING FOR COMPETITIVENESS

Specific Objective 3.4.1

AFFIRMING REGIONAL COMPANIES AND THEIR PRODUCTS IN THE REGIONAL MARKET

AXIS 4 - LOW CARBON ECONOMY

Specific Objective 4.1.1

INCREASING PENETRATION OF RENEWABLE ENERGY IN ELECTRICITY PRODUCTION

Specific Objective 4.2.1

INCREASING ENERGY EFFICIENCY IN COMPANIES BY SUPPORTING THE IMPLEMENTATION OF ENERGY EFFICIENCY MEASURES AND CONSUMER RATIONALIZATION

Specific Objective 4.3.1

Increasing energy efficiency in public infrastructure and housing by supporting the implementation of energy efficiency measures.

AXIS 6 - ENVIRONMENT AND RESOURCE EFFICIENCY

Specific Objective 6.1.1

RECOVERING WASTE BY REDUCING LAND PRODUCTION AND TANKING, INCREASING SELECTIVE COLLECTION AND RECYCLING

Specific Objective 6.2.1

EFFICIENTLY OPTIMIZING AND MANAGING WATER RESOURCES WITH A VIEW OF THE USE, PROTECTION AND VALUATION TO ENSURE THE IMPROVEMENT AND EFFICIENT MANAGEMENT OF WATER

RESOURCES AND THE INFRASTRUCTURES GIVEN TO THE PROPERTIES OF THE WATER UNDER THE URBAN WATER CYCLE

Specific Objective 6.3.1

PROMOTE NATURAL AND CULTURAL HERITAGE, WITH SPECIAL INTERESTS IN CONSOLIDATING THE IMAGE OF THE REGION

Specific Objective 6.4.1

PROMOTE KNOWLEDGE AND VALUATION OF BIODIVERSITY AND ECOSYSTEMS

The initial and continuous training is present on axes 8 and 10.

AXIS 8 - EMPLOYMENT AND LABOR MOBILITY

Specific Objective 8.5.1

INCREASING ASSET EMPLOYABILITY THROUGH LIFELONG TRAINING AND PROMOTING ACTIONS THAT MAKE BUSINESS MORE INNOVATIVE MANAGEMENT

TYPOLOGIES OF ACTION

- Modular Training: is based on the short-term training units (UFCD), listed in the National Qualifications Catalog. Aims to improve the knowledge and skills acquired or to be used in retraining and retraining processes, thus providing the acquisition knowledge to integrate into an increasingly demanding and competitive labor market.

AXIS 10 - LIFELONG EDUCATION AND LEARNING

Specific Objective 10.3.2

IMPROVING ACCESS TO LIFELONG LEARNING THROUGH PROMOTION AND QUALITY OF TRAINING SYSTEM, RECOGNITION OF ACQUIRED SKILLS AND / OR TRAINING FREQUENCY THAT MAKES INCREASING AND IMPROVING EMPLOYABILITY AS WELL AS HUMAN RIGHTS. QUALIFIED

TYPOLOGIES OF ACTION

- Modular training courses of double certification, basic or secondary level, school or professional certification, inserted in the National Qualifications Catalog;

- Recurrent education - Second level secondary education, divided between the presential and the mediated modality, which is available exclusively at ES Vitorino Nemésio Polo School, through distance learning platforms;

- Development of Skills Recognition, Validation and Certification processes - aimed at the certification of school and / or professional skills acquired throughout life through formal, informal and non-formal training pathways. Such a process raises the level of qualification of the adult and provides him with an official certification of his competences in relation to socially established standards, particularly those set out in the study programs. Depending on the objectives pursued by the adult, this procedure allows him / her to ascertain the skills acquired and to identify, if possible, the missing training;

- Basic Skills Acquisition Courses - not only aim to provide adults with minimum skills, basic levels of

education, which allow them to overcome a set of barriers that for many of their lives have blocked them many opportunities. Its main objective is to improve the skills and qualifications of trainees, providing them with knowledge that makes them active and competitive in the labor market and in their daily lives.

Specific Objective 10.4.1

INCREASE THE NUMBER OF DIPLOMATES IN QUALITY EDUCATION AND TRAINING MODES, DIVERSIFIED AND ORIENTED FOR THE LABOR MARKET

- Professional Courses: courses with secondary education courses with a strong connection to the professional world;
 - Apprenticeship Courses: courses with dual certification training modalities which provide both Level IV vocational training and a secondary level educational qualification;
 - Technological Specialization Courses: Post-secondary but not university courses, level 5 vocational training.
-
- Part V – Green and Blue Economy indicators, a GROW RUP innovation

At the beginning of the project we were asked to characterize the region, based on a set of parameters. Among them were, of course, some directly related to the green and blue economy. We have verified that the Azores do not have statistical data exclusively on the green and blue economy. In the visits made we found that the other regions not only had this type of data but used it as a fundamental element in the elaboration of their policies for this economic sector.

Although the Azores have a Regional Statistics Service (<https://srea.azores.gov.pt/>) and an Employment and Vocational Training Observatory (<http://www.azores.gov.pt/Portal/pt/entities/vp-dreqp-oefp/>), these two institutions do not produce information directly related to the green and blue economy, which, in turn, translates into a lack of information that hinders any kind of planning.

The creation of a green and blue economy indicators would allow better identification of green and blue economy enterprises and jobs in a context of reorientation of the regional economic model, aiming to provide a shared diagnosis of jobs and companies.

This good practice is not part of the action plan as it is fully funded by the regional budget. But it is important to note that it was introduced thanks to the Grow Rup project. It will be implemented by the Employment and Vocational Training Observatory and will provide data and information for the measures provided for in the action plan.

Part VI – Details of the action(s) envisaged

ACTION 1 - Increased educational qualifications of workers in the agriculture and fisheries sector.

1. The background

The marine surface area of the Azores islands are 954 496 square km's, which makes it one of the largest exclusive economic zones in the entire Eurozone (EEZ's). It is thanks to the natural landscapes, ecosystems and unique biodiversity that tourism has been progressively gaining weight in the region since 2014. Dairy farming in the region has always been a key economic indicator of the overall health of the Azorean economy with a wide variety of services and products making up a large percent of the overall average income for farmers and small businesses in the region. The majority of the products produced by Azorean dairy farmers in terms of cheeses, milk and yogurt are recognized throughout Europe as some of the highest quality.

The agriculture and fisheries sectors include 487 companies, mostly small.

AGRICULTURE, ANIMAL PRODUCTION, HUNTING, FOREST AND FISHING, NUMBER OF ENTERPRISES IN THE AZORES, BY BUSINESS SIZE.⁴

	Less than 10	10 a 19	20 a 49	100 a 199
Agriculture, livestock, hunting, forestry	413	14	4	0
Fishing and aquaculture	36	15	4	1

In both sectors, most workers are equally concentrated in small businesses.

AGRICULTURE, ANIMAL PRODUCTION, HUNTING, FOREST AND FISHING, % OF PEOPLE IN BUSINESSES IN THE AZORES, BY BUSINESS SIZE⁵

	Less than 10	10 a 19	20 a 49	100 a 199
Agriculture, livestock, hunting, forestry	76,00	14,6	9,4	0
Fishing and aquaculture	20,0	34,0	16,0	30,0

⁴ RELATÓRIO ÚNICO 2017 - SINGLE REPORT 2017 – p. 28

<http://www.azores.gov.pt/NR/rdonlyres/A72F5145-9EFA-4ABF-90F9-32A9C3A5A52A/0/Relat%C3%B3rio%C3%A9Anico2017.PDF>

Overall, these workers have very low levels of education.

AGRICULTURE, ANIMAL PRODUCTION, HUNTING, FOREST AND FISHING, % OF EMPLOYEES WORKERS BY SCHOOL LEVEL⁶

	less than 4 years of schooling	4 or 6 years of schooling	9 years of schooling	High school	Higher than secondary education
Agriculture, livestock, hunting, forestry	4,1	58,5	24,7	9,1	3,6
Fishing and aquaculture	8,2	53,0	28,0	7,3	3,5

In the visits carried out under the GROW RUP project, it was possible to verify whereas low qualifications undermine the development capacity of the primary sector. We observe this reality mainly in Madeira and Martinique. The Azorean reality is no different. The low education level puts in question attempts to modernize the sector, prevents access to Community funds, including the FEDER, and even limits the comprehension of written instructions: for example, safety or hygiene rules.

In view of this reality, Action 1 aims to raise the qualification of schools employed in the agriculture and fisheries sectors.

To realize this Action is a key partner of Rede Valorizar (Valorize Network). It is intended to ensure that all azores citizens aged 18 and over receive recognition, validation and certification of basic, secondary and / or vocational skills and referral for academic and / or vocational training.

Rede Valorizar aims to:

Ensure to all citizens residing in the Azores, over 18 years of age, an opportunity for qualification and certification, of basic, secondary and / or professional level, reducing the qualification deficit of the active population and raising the certification levels of the adult population;

Refer adults after diagnostic operations for formative responses appropriate to their needs and profiles, allowing access to a qualification;

Socially value the processes of recognition, validation and certification of competences, school or professional;

Implement the integrated device for recognition, validation and certification of competences acquired in different life contexts, namely in professional context;

Develop skills that favor the integration / reintegration of adults in the labor market; Increase the level of employability and career advancement of adults;

Promote the sharing of information and experience and dissemination of successful practices.

Promotion of increased schooling will be obtained through the Specific Objective 10.3.2 of the PO Açores 2020, more specifically the development of skills Recognition, Validation and Certification processes and the Basic Skills Acquisition Courses.

The identification of educational qualifications of workers employed in agriculture and fisheries will be carried out by the Employment and Vocational Training Observatory.

2. Action

2.1 - Development of skills Recognition, Validation and Certification processes - aimed at the certification of school and / or professional skills acquired throughout life through formal, informal and non-formal training pathways. Such a process raises the level of qualification of the adult and provides him with an official certification of his competences in relation to socially established standards, particularly those set out in the study programs. Depending on the objectives pursued by the adult, this procedure allows him / her to ascertain the skills acquired and to identify, if possible, the missing training;

2.2 - Development of Basic Skills Acquisition Courses - not only aim to provide adults with minimum skills, basic levels of education, which allow them to overcome a set of barriers that for many of their lives have blocked them many opportunities. Its main objective is to improve the skills and qualifications of trainees, providing them with knowledge that makes them active and competitive in the labor market and in their daily lives.

2.1 Indicators - Recognition, Validation and Certification processes			
Purpose	Recognition, Validation and Certification processes for school skills for employees in fishing and agriculture		
Target Audience	Employees in fishing and agriculture.		
Calculation Method	Total number of employees in enterprises fishing and agriculture with 9 years of schooling but without complete secondary education.	Reference value	494
indicator	Percentage of employees certificates per year	Goal	10% of the total
Estimated costs	23.000,00€		

2.1 Indicators - Basic Skills Acquisition Courses			
Purpose	Basic Skills Acquisition Courses for school skills for employees in fishing and agriculture		
Target Audience	Employees in fishing and agriculture.		
Calculation Method	Total number of employees in enterprises fishing and agriculture without 9 years of schooling.	Reference value	1181
indicator	Percentage of employees covered by the training per year	Goal	10% of the total
Estimated costs	112.000,00€		

3. Players involved

- Regional Directorate for Employment and Professional Qualification
- Regional Directorate of Fisheries
- Regional Directorate of Agriculture
- Employment and Vocational Training Observatory
- Rede Valorizar

4. Timeframe

Increased educational qualifications of workers in the agriculture and fisheries sector					
Activities	Semester				
	5	6	7	8	9
Work program	X				
Development of the strategy	X	X	X	X	
Evaluation of Results			X		X

5. Funding sources

PO Açores 14-20 (FSE) and regional budget.

ACTION 2 - Increase professional qualification in the context of the Green and Blue Economy

1. The background

In the Azores, activities associated with the Green and Blue Economy are considered fundamental for the development of the Region, especially in the Tourism sector.⁷ The geographical position of the islands and their volcanic origin have allowed these islands to gain international recognition for some of the unique UNESCO biospheres and endemic species that exists here on these islands.

As this economy is mainly supported by small and medium enterprises, its sustainability and competitiveness are permanent challenges. In the Azores, 51% of workers are in companies with up to 19 employees.⁸

To overcome them, it is essential to train their human resources, allowing both the maintenance of jobs and the creation of new. This is a reality that was observed in all visits of the GROW RUP project, through contact with the different local stakeholders. The need for skilled labor, we conclude, is critical to realizing the full potential of the green and blue economy.

Action 2 aims to contribute to increasing the competitiveness of SMEs linked to the green and blue economy by improving the professional skills of the active, employed and unemployed population. The defined strategy includes the implementation or increase of professional certification, in accordance with national and international quality standards, the needs identified in the market and national and regional legislation.

Low qualifications have a negative impact on some FEDER supported programs. This is the case, for example, with the Corporate Competitiveness Incentive System - Competing + (Competir +).⁹

7 Sustainability in Insular Destinations – The Azores Green Islands Tourism Project

https://www.researchgate.net/publication/277105739_SUSTAINABILITY_IN_INSULAR_DESTINATIONS_THE_AZORES_GREEN_ISLANDS_TOURISM_PROJECT

8 RELATÓRIO ÚNICO 2017 - SINGLE REPORT 2017 – p. 45

9 http://www.azores.gov.pt/Portal/pt/entidades/vp-draic/textoTabela/Legislacao_-_Sistema_de_Incentivos_para_a_Compitividade_empresarial.htm

Promotion of increased schooling will be obtained through the Specific Objective 10.3.2 and 10.4.1 of the PO Açores 2020.

The identification of qualification needs will be carried out by the Employment and Vocational Training Observatory, with the collaboration of the Chambers of Commerce and Industry of the Region.

For the implementation of this Action, the certified partners, the vocational schools of the Region and the Rede Valorizar are key partners.

2. Action

2.1 - Development of modular training courses of double certification, basic or secondary level, school or professional certification, inserted in the National Qualifications Catalog;

2.2 - Development of professional Courses: courses with dual certification training modalities which provide both Level IV vocational training and a secondary level educational qualification;

2.3 - Development of Technological Specialization Courses: Post-secondary but not university courses, level 5 vocational training;

2.4 – Short-Term Training: Based on National Training Catalog Short Term Training Units or approved courses;

2.5 – Employability Skills Training: Based on National Training Catalog Short Term Training Units, includes a 150 hour internship.

2.1 Indicators - Modular training courses of double certification, with emphasis on Green and Blue Economy.

Purpose	a) Raise the level of educational qualifications; b) increase the percentage of workers holding a vocational qualification; c) Promote the offer of qualification courses that meet the technological, organizational, economic and legal transformations; d) Guarantee access to educational pathways for individuals who are socially most disadvantaged or vulnerable.		
Target Audience	Active population, employed and unemployed		
Calculation Method	Estimated annual number of participants in training	Reference value	320
indicator	Percentage of employees in training, per year, related to Green and Blue Economy	Goal	10% of the total
Estimated costs	400.000,00€		

2.2 Indicators - Professional Courses, with emphasis on Green and Blue Economy.

Purpose	a) Raise the level of educational qualifications; b) increase the percentage of workers holding a vocational qualification; c) Promote the offer of qualification courses that meet the technological, organizational, economic and legal transformations.		
Target Audience	Young people up to 25 years old		
Calculation Method	Estimated annual number of participants in training	Reference value	800
indicator	Percentage of Young people in training, per year, related to Green and Blue Economy	Goal	5% of the total
Estimated costs	1.000.000€		

2.3 Indicators - Technological Specialization Courses, with emphasis on Green and Blue Economy.

Purpose	a) increase the percentage of workers holding a vocational qualification; b) Promote the offer of qualification courses that meet the technological, organizational, economic and legal transformations.		
Target Audience	Secondary school holders		
Calculation Method	Estimated annual number of participants in training	Reference value	100
indicator	Percentage of Young people in training, per year, related to Green and Blue Economy	Goal	10% of the total
Estimated costs	375.000,00€		

2.4 Indicators - Short-Term Training, with emphasis on Green and Blue Economy.

Purpose	a) qualify the working population by developing basic or specific skills to promote their insertion in the labor market and increase quality and productivity; b) Provide an offer of qualification courses that meet the technological, organizational, economic and legal transformations.		
Target Audience	Active population, employed and unemployed		
Calculation Method	Estimated annual number of participants in training	Reference value	4.000
indicator	Percentage of people in training, per year, related to Green and Blue Economy	Goal	5% of the total
Estimated costs	70.000,00€		

2.5 Indicators - Employability Skills Training.

Purpose	Qualify the unemployed working population by developing basic skills to increase their employability profile.		
Target Audience	Active population, unemployed		
Calculation Method	Estimated annual number of participants in training	Reference value	200
indicator	Percentage of people in training, per year, with internships in companies related to the blue and green economy related	Goal	10% of the total
Estimated costs	30.000,00€		

3. Players involved

- Regional Directorate for Employment and Professional Qualification
- Regional Directorate of Fisheries
- Regional Directorate of Agriculture
- Regional Directorate for Investment and Competitiveness
- Regional Directorate for the Environment
- Regional Directorate of Science and Technology
- Regional Directorate of Energy
- Regional Fund for Science and Technology (RIS3 Azores)
- Society for the Business Development of the Azores
- Employment and Vocational Training Observatory
- Ponta Delgada Chamber of Commerce and Industry
- Angra do Heroísmo Chamber of Commerce
- Horta Chamber of Commerce and Industry
- Professional Schools
- Rede Valorizar

4. Timeframe

Increased educational qualifications of workers in the agriculture and fisheries sector					
Activities	Semester				
	5	6	7	8	9
Work program	X				
Development of the strategy	X	X	X	X	
Evaluation of Results			X		X

5. Funding sources

PO Açores 14-20 (FSE) and regional budget.



Gobierno de Canarias
Servicio Canario de Empleo

GROW RUP
Interreg Europe

European Union
European Regional
Development Fund

Entrepreneurship development and capacity building policies for business creation and growth in outermost regions



GROW RUP Action Plan

SUMMARY:

Section I – General Information

Section I.B - Presentation

Section I.C.- Brief regional analysis

Section II – Context

Section III – Details of the actions envisaged

ACTION 1: SPECIAL SUPPORT FOR BUSINESS, JOBS CREATION AND SELF-EMPLOYMENT IN GREEN & BLUE SECTORS

ACTION 2: DEVELOPMENT OF A RESEARCH DEVELOPMENT AND INNOVATION CONTACT NETWORK IN THE BLUE & GREEN SECTOR

Annexe 1: Endorsement letter

ACTION PLAN

Section I – General Information

Project: GROW RUP

Partner organisation: Servicio Canario de Empleo

Other partner organisations involved:

The Regional Council of Reunion, the Regional Department for Employment and Professional Training of the Azores, Madeira Employment Institute (IP-RAM), and the Territorial Collectivity of Martinique

Country: SPAIN

NUTS2 region: ES70

Contact person: María Teresa Covisa Rubia

email address: mcovrub@gobiernodecanarias.org

Section I.B - Presentation

GROW RUP is a four-and-a-half year project of Interreg Europe that brings together **five outermost regions of the EU (Azores, Canary Islands, Madeira, Martinique and Reunion)**. GROW RUP supports the creation and growth of innovative companies in the field of green and blue economy, with a particular focus on long-term unemployed people. The outermost regions (OR) have to face a series of difficulties related to their geographical characteristics, such as remoteness, insularity, small size, climate, which have generally acted as a restriction on their development. GROW RUP has as its framework objectives: to boost the competitiveness and entrepreneurship of SMEs aimed at the employment of long-term unemployed people in the ORs and to support green and blue growth with a view to offering a more efficient economy in economic resources and activities sustainable in those territories.

During the preparation of the Second Phase of the project on June 10 and 11 in La Laguna (Canary Islands), each partner presented the draft of their Action Plan. It became clear that the partners focus on the training of human resources and the development of skills of entrepreneurs as tools to impact the competitiveness of SMEs. In particular, the following measures were presented in the action plans:

TRAINING AND EMPLOYMENT:

- Increase in the professional training catalogue and certification of competences on blue / green professional competences.
- Develop the cooperation between companies and training organizations to better adjust the supply and training demand.
- Promote Blue and Green entrepreneurship.

SECTOR BASED ESTRATEGIES:

- Develop Research and Development in blue and green sectors
- Study for the development of Regional Strategic Plans for the Green and Blue Economy
- Observatory of Green and Blue Economy

BLUE ECONOMY:

- Unify the structure around the blue economy: a Blue Institute and respond to the strategic challenges for business development of the affected regions
- Develop an economic sector of ship conversion
- Mapping professional skills within the context of the Blue Economy

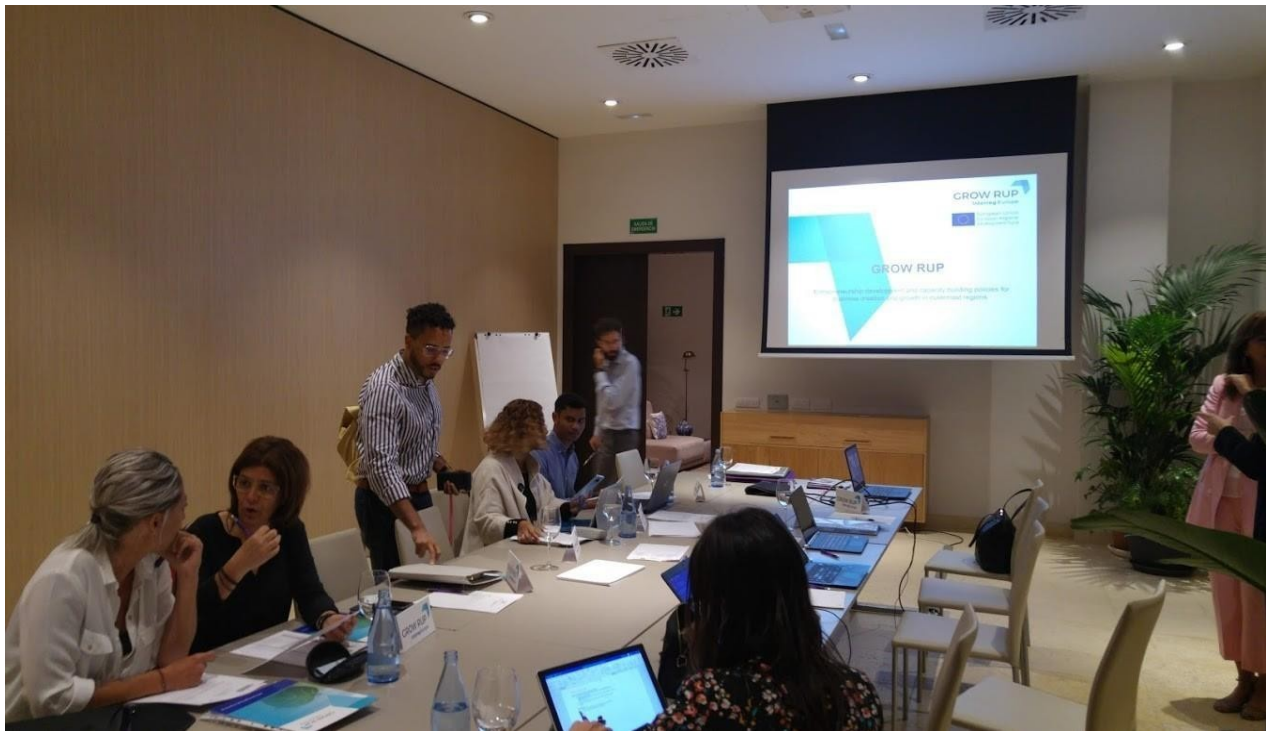
OTHER AREAS:

- Establish a territorial brand with high added value for the territory
- Strengthening the growth of the green economy

At the meeting, the partners were reminded that the objective of the policy instrument in which the project is framed is the ERDF and, more specifically, Investment Priority 3 “*Promote entrepreneurship, in particular by facilitating the economic exploitation of new ideas and encouraging the creation of new companies*”. In fact, the project aims to facilitate the creation of new businesses in the green and blue economy, however, the partners' action plans are more oriented towards the ESF context than towards the objectives / framework of the ERDF. This is because, in order to meet the objective of the project in terms of support for long-term unemployed people, and since they are currently in an already very advanced phase of ERDF spending, it is very difficult to modify the approach of the measures of the ERDF. In fact, most of the ERDF funds have already been spent and, in most of the partner regions, the latest calls for proposals have already been launched.



Given this context, the project partners are including in their Action Plans, measures related to the management of the ERDF that can be adopted with some ease (for example, modifications to the ERDF monitoring system through the inclusion of employment indicators) and also directed to the ESF, where the opportunities for adoption of the actions are more concrete in the short term.



Section I.C.- Brief regional analysis. Canary Islands

State of the art

The Canary Islands business structure is mainly characterized by SMEs, which are usually familiar and excessively dependent on the local market and have proven unable to cope with the economic crisis, which has led to a sharp decrease in the number of companies in the region. In fact, the entrepreneurship rate in the islands is 5.70% lower than the national average.

In this context, it is necessary to promote political measures capable of increasing the competitiveness, differentiation and productivity of SMEs and allowing the renewal of the industry and the reception of innovations. On the other hand, the unemployment rate in the Canary Islands (20.6% in 2018) is much higher than the EU28 rate (7% in 2018). Measures 3a and 3b of the Canary Islands Operational Program are aimed at boosting entrepreneurship and supporting the creation of new companies (especially those with a technological base, innovative and internationally oriented) and guaranteeing their financial viability and their effective growth. However, these measures do not specifically target unemployed people and do not guarantee a direct impact on employment, which limits their potential. At the same time, although in the Smart Specialization Strategy of the Canary Islands 2014-2020-Canarias RIS3, support for green and blue growth has been established as specific priorities, there are no specific measures for entrepreneurship in these sectors.

Through the improvement of the Canary Islands ERDF operational program, the Main Partner of the GROW RUP Project - the Canary Islands Government Employment Service - hopes to ensure a stronger connection between the Smart Specialization Strategy and the ERDF operation. Green and blue economic activities represent, in fact, crucial innovation-intensive economic fields that have the potential to promote not only the economic growth of the islands, but also a more sustainable and efficient use of resources.



In the Canary Islands there is a marine-maritime sector with a wide variety of activities, with great opportunities to become a highly competitive sector internationally, and that can be a key element for the economic diversification of the Canary Islands, currently based on the tourism

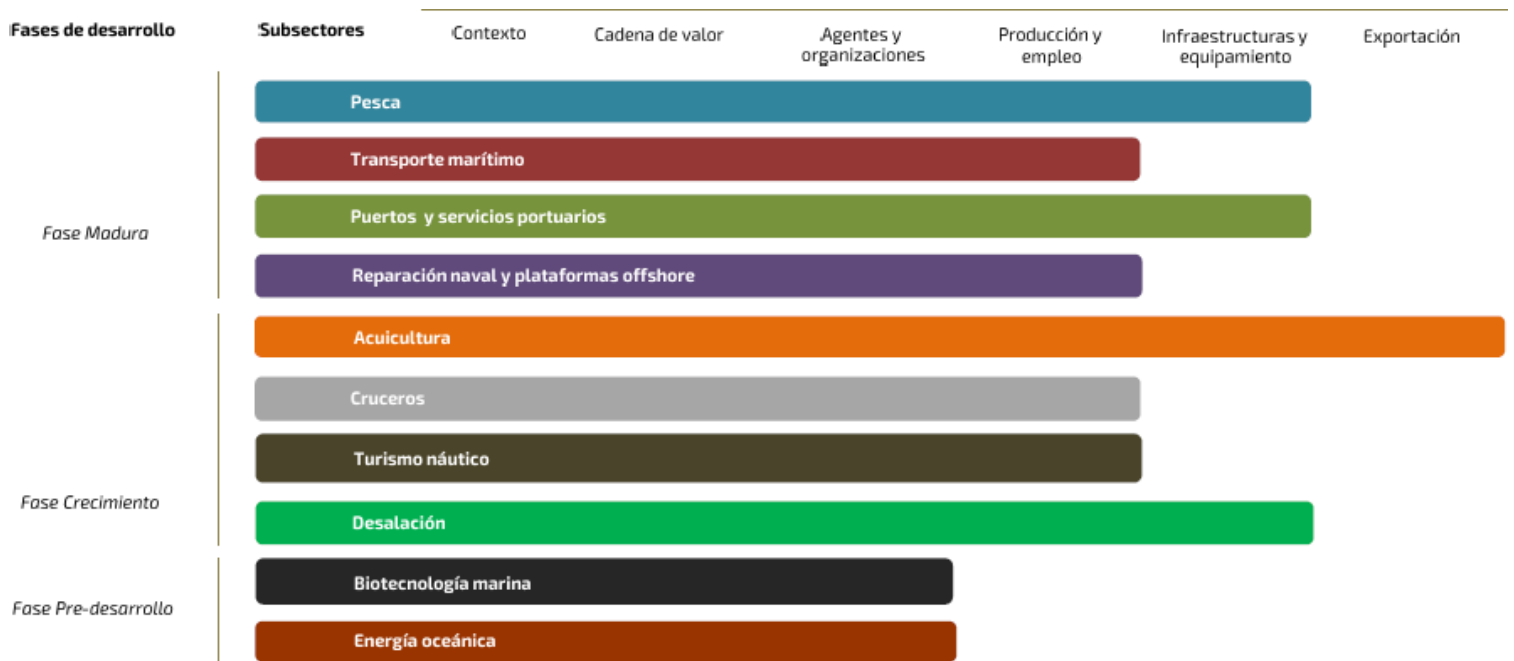


sector.

In February 2018, the regional government begins the development of its blue economy strategy, with the aim of maximizing the potential of economic activities related to the sea. This strategy was presented in the framework of the Conference of Presidents of the ORs held in October 2018 in the Canary Islands. In the field of green economy, as reflected in the Strategic Diagnosis of the Canarian Economy of *La Caixa*: "The Canary Islands approves in 2017 a motion that redirects its production model towards one whose main engine lies in the environment, to starting from eco-innovation. With this initiative, what is sought is to lay the foundations to make the Canary Islands known as a modern, innovative and sustainable region". This motion raises, as far as the green economy is concerned, two basic lines of development:

- Continue to promote the green economy, that is, a low carbon economy, which values natural resources, promoting their sustainable use and conserving biodiversity. For which the joint work with the economic promotion entities, the Island Councils and the Canarian universities will be encouraged, increasing the investment in R&D projects applied in strategic areas related to waste and water management.
- Continue to promote joint programs with the Canary Islands Public Administrations for training and attracting researchers in blue economy and green economy.

It is difficult to delimit the number of people engaged in activities of what we call "green economy". With regard to traditional agricultural activities, as of December 2018, 15,630 people were enrolled in their Social Security contribution scheme, of which 2648 were self-employed. To this figure should be added that of those workers in rural tourism, environmental protection, clean energy generation, water production, etc.



GROW RUP main partner competencies and activities

The Canary Islands Employment Service (Canarian Employment Service, SCE) is an autonomous administrative body, attached to the Ministry of Economy, Knowledge and Employment of the Government of the Canary Islands with the responsibility of supporting the active insertion of work in the Archipelago. Its mission is, in fact, to promote and strengthen employment and training of the population (employed and unemployed people) in the region. His work focuses on the analysis and intermediation of the labour market, the promotion of employment, information, guidance and training. The agency also carries out actions to support and promote the social economy. The SCE provides citizens with support through different channels, face-to-face appointments, by telephone and through telematic tools.

Regional employment support policies / measures / programs

Within the *Plan Choc* prepared by the OR-Employment Network, the Canary Islands identified a series of specific measures to support employment and training, particularly in the green and blue sectors. Regarding training and professional qualification, the region committed to:

1. Implement a certified and intensive training program that combines the fields of renewable energy and maritime studies and complements the study of the languages spoken in the outermost territories: Portuguese and French, in addition to English. This programme should include the possibility of conducting an internship period in one of the ORs. The composition of the training program should be composed as follows: 75% vocational training and 25% language training.
2. Provide training for unemployed people in sectors with weak growth prospects. For example, new job skills related to energy efficiency, building rehabilitation or maintenance of renewable energy equipment must be provided to the unemployed from the construction sector.



3. Create and disseminate a system of correspondence of qualifications that is efficient, dynamic and functional. This system could include a digital infrastructure to facilitate and facilitate its use.

As regards employment aid, the measures adopted by the region are the following:

1. Generalized reduction of social security contribution rates and subsidies to contracts in emerging sectors that hire unemployed people from sectors in crisis.
2. Organization of dissemination campaigns on hiring aid and incentives and subsidies to companies.



Section II – Context

The Action Plan aims to impact:

Investment for Growth and Jobs programme

Name of the policy instrument addressed:

Interregional cooperation for SME competitiveness



Section III – Details of the actions envisaged

ACTION 1:

SPECIAL SUPPORT FOR BUSINESS, JOBS CREATION AND SELF-EMPLOYMENT IN GREEN & BLUE SECTORS

1. THE BACKGROUND

The GROW RUP project focuses on a group of unemployed people (people between 30 and 45 years old) for whom, possibly only self-employment in its different forms is a realistic alternative to their situation. The development of a blue-green circular economy should offer possibilities for the emergence of small and medium enterprises in the sector, thus being new employment opportunities.

During the interregional visits we learned the importance of giving adequate support to the newly born economic activities by the different public organizations. We have directly known the following experiences:

→ LEARNING OF THE PROJECT IN PHASE 1:

In the five interregional visits, we have been able to learn about the experiences in the field of employment promotion and self-employment that take place in the different territories:

- La Reunión: Project SAV: Simplify access to business creation support programs. -P. 39 Joint Interregional Analysis (JIA)
- La Reunión: Design of support services tailored to the specific needs of entrepreneurs -P. 40 JIA
- La Reunión: Regional economic insertion programme (ex-NACRE) -P. 37 JIA.
- Azores: Integra Youth programme, promoting the creation of new jobs through financial support to companies. -P. 49 JIA

- Madeira: PEED – Stimulus Program for unemployed entrepreneurship. -P. 57 JIA
- Martinique: Territorial Scheme of Economic Development, Innovation and Internationalization (STDEII). -P. 61 JIA

Support for companies and self-employment is essential to help them increase their competitiveness and is relevant to the success of the transition to the blue and green economy and in general to more sustainable economic models. Therefore, this action directly helps support the specific thematic objective is **TO3 "Improve the competitiveness of SMEs"**, while the investment priority is **IP3a "Promote entrepreneurship, in particular by facilitating the economic exploitation of new ideas and promotion of the creation of new companies"**.

→ **POLICY ADDRESSED:**

- **PROGRAMA OPERATIVO FEDER DE CANARIAS, 2014-2020**
http://www.gobiernodecanarias.org/cmsgobcan/export/sites/hacienda/dgplani/fondos_europeos/galeria/PO-Canarias-v-2-1.pdf

Selected thematic objective:

03 - Improve the competitiveness of small and medium-sized enterprises, the agricultural sector (in the case of the FEADER) and the fisheries and aquaculture sector (in the case of the FEMP)

3a - Promotion of entrepreneurship, in particular, facilitating the economic exploitation of new ideas and promoting the creation of new companies, also through nurseries

4b - Promotion of energy efficiency and use of renewable energies in companies

11a - Improving the institutional capacity of public authorities and stakeholders and the efficiency of public administration, through actions that strengthen the institutional capacity and efficiency of public administrations and public services related to the implementation of the ERDF and support to measures related to the institutional capacity and efficiency of public administration supported by the ESF.

- **PROGRAMA OPERATIVO FSE CANARIAS 2014-2020**

http://www3.gobiernodecanarias.org/empleo/portal/estaticos_portal/online/contenidos/web/sce_secretaria_general/Documentaci%C3%B3n_FSE_perodo_14-20/Programa%20Operativo%20FSE%20Comunidad%20Aut%C3%B3noma%20de%20Canarias%202014-2020.pdf

Investment priority 8.1

Access to employment by jobseekers and inactive people, including long-term unemployed and people away from the labour market, as well as local employment initiatives and the promotion of labour mobility.

2. ACTION

Sub-sections of the Action :

- **1.A.-** Contacts / Meetings for coordination with ERDF fund management authorities in the region **to introduce changes in the regulations** for aid calls aimed at:

- **promote a green and blue bias in the choice of projects to support,**
- **and promote the prioritization of projects in which long-term unemployed people are hired.**

These contacts will be made with internal means of the SCE and the products will be developed internally by the competent services. The changes will be reflected in the regulations, these will serve as a witness to the modifications carried out.

- **1.B.-** Support the emergence in the Employment and Local Development agencies and self-employment advisory networks of the figure of the **Green and Blue Tutor, supported by a Bank of Ideas and Green and Blue Business Plans, with specific competencies to advise for self-employment to unemployed people in these areas,** as well as the fulfilment of the environmental

obligations that they entail. It will start from a pilot project funded by the SCE, for the hiring of 20 Green and Blue Tutors by the entities integrated in the networks of local development agencies and self-employment advice. The selected agents will be trained in collaboration with the Ministry of Ecological Transition, Fight against Climate Change and Territorial Planning of the Government of the Canary Islands, The effectiveness of the measure will be evaluated after one year of its implementation to expand its dimensions if it is shown profitable. The green and blue tutors will be hired following the conventional processes of the SCE in their relationship with local entities and other collaborating organizations, these being the proof of the realization of Sub-action 1.B.

• **1.C.-** Include a green-blue-circular "bias" as well as a priority in the support of the projects that involve the hiring of long-term unemployed in the calls for aid for self-employment of the **Autonomous Employment Program and for the social economy of SCE**. In particular, promoting activities such as:

- Ecological agriculture.
- Eco-design for the production of easily recyclable or reusable products.
- Recycling of clothes, plastics, etc.
- "Environmentalization" of "normal" activities for example: multi-store offering organic products, bars and restaurants with returnable packaging.
- Renovation and rehabilitation (without using new land) of homes and spaces for public and private use with sustainable materials.
- Empowerment of "green markets".
- Technology applied to recycling and sustainability.
- Sustainable and respectful green / blue tourism
- Innovative agri-food initiatives (algae,...).
- Urban "waste mining" (electrical, electronic devices, vehicles, appliances,...) for treatment and use in the islands.

The programmatic changes will be the proof of the realization of this sub-action, a report will be made with all the changes carried out.

The following table shows the different indicators identified for each sub-action and links them to the competitiveness of SMEs and, in general, to support SMEs.

Indicators:

1.A	Number of changes introduced in future calls.
	<i>FOCUS SME COMPETITIVENESS: Orientation of public support programmes to growing sectors.</i>
1.B	Number of changes included in the regulation to increase its implementation. Number of Green and Blue Tutors hired by entities.
	<i>FOCUS SME COMPETITIVENESS: Cost reduction in environmental "bureaucracy".</i>
1.C	Number of changes included in the regulation introduced to favour its application. Number of new companies in the Green and blue sector supported by ESF funds managed by the employment service.
	<i>FOCUS SME COMPETITIVENESS: Orientation of public support programmes to growing sectors.</i>

3. PLAYERS INVOLVED

- The public employment service (with competences in the field of self-employment and social economy promotion). (www.gobiernodecanarias.org/empleo)
- The Regional Ministry of Economy and Finance of the Regional Government, responsible for the leadership of public policies for regional development. (<http://www.siecan.org>)
- Regional Ministry of Tourism competent in this key area in the development of the island economy. (<http://www.gobiernodecanarias.org/turismo>)
- The *Cabildo insular* (Island Government), with competencies in the economic development at the island level. (<http://bit.ly/2wU46AQ>)
- The municipalities in charge of the AEDL services. (<http://bit.ly/2ID0wjs>)
- Employers' associations and unions participate in all management boards of public agencies and Regional Departments.

4. TIMEFRAME

SPECIAL SUPPORT FOR BUSINESS, JOBS CREATION AND SELF-EMPLOYMENT IN GREEN & BLUE SECTORS				
ACTIONS	Semester			
	6	7	8	9
Action 1.A	<i>First meetings</i>	<i>Changes in aid calls</i>	<i>Publication and resolution of the calls</i>	<i>Monitoring and evaluation of the effects of the changes</i>
Action 1.B	<i>First actions on the regulation and study of the allocation of budgetary funds</i>		<i>Call, implementation management</i>	<i>Evaluation</i>
Action 1.C	<i>First actions on the regulation and study of the allocation of budgetary funds</i>		<i>Call, implementation management</i>	<i>Evaluation</i>

5. COSTS:

The costs for the implementation of these actions will be covered with SCE own funds (ESF funds).

Action 1.A: Those of the organization of the meetings to be developed, it is estimated that € 1000.

Actions 1B -1C: the derivatives of the meetings to be developed. Support for the hiring costs of the 20 Green and Blue Tutors, initially for twelve months, conditioning the continuity of the program to the subsequent evaluation of their results. The funds for these contracts will be made from the SCE budget aimed at promoting employment and entrepreneurship. For the hiring and training of these tutors, the SCE would mobilize around € 900,000.

6. FUNDING SOURCES

- The regional budgets of the public employment service (ESF) of the Ministry of Finance and Island Councils.

ACTION 2:

DEVELOPMENT OF A RESEARCH DEVELOPMENT AND INNOVATION CONTACT NETWORK IN THE BLUE & GREEN SECTOR

1. THE BACKGROUND

We have found in almost all interregional visits a good number of very interesting experiences in the field of R&D aimed at increasing the knowledge and productivity of the green and blue resources of the partner territories. One of the most important lessons learned is that we need to improve the transfer of knowledge produced by these types of projects to SMEs in each region. We could do this by creating areas for exchanging experiences, with the participation, by one of the experts who lead such projects and, on the other hand, promoters of SMEs and existing sectoral clusters.

→ LEARNING OF THE PROJECT IN PHASE 1:

- La Reunión: Maritime Pole: mapping resources, perspectives of key actors and assessing the potential of the maritime basin. -P.44 JIA
- La Reunión: Ocean METISS Project: Definition of a blue strategy for La Réunion, in association with the West Indies Ocean Basin. -P. 44 JIA
- Martinique: Territorial Scheme of Economic Development, Innovation and Internationalization (STDEII). -P. 61 JIA
- Canarias: Estramar and Macsimar projects leaded by PLOCAN (*Plataforma Oceánica de Canarias*). -P. 29 JIA
- Canarias: Build in Green and EWASTE. -P. 31 JIA.

The development of a network of R&D contacts in the blue and green sector will help support the exchange of information between the companies and institutions involved in these fields. This will be of great help to the SMEs involved.

By facilitating the exchange of information, this action directly helps support the specific thematic objective is **TO3 "Improve the competitiveness of SMEs"**, while the investment priority is **IP3a "Promote entrepreneurship, in particular by facilitating the economic exploitation of new ideas and the promotion of the creation of new companies"**.

→ **POLICY ADDRESSED:**

- **PROGRAMA OPERATIVO FEDER DE CANARIAS, 2014-2020**

http://www.gobiernodecanarias.org/cmsgobcan/export/sites/hacienda/dgplani/fondos_europeos/galeria/PO-Canarias-v-2-1.pdf

Selected thematic objective:

01 - Reinforcement of research, technological development and innovation.

1b - Promotion of business investment in R&D, development of links and synergies between companies, research and development centres and the higher education sector, in particular through the promotion of investment in the development of products and services, the technology transfer, social innovation, ecological innovation, public service applications, demand stimulation, network interconnection, groupings and open innovation through intelligent specialization, and through support for technological research and applied, pilot lines, early product validation actions, advanced manufacturing capabilities and first production, in particular, in essential facilitating technologies and dissemination of versatile technologies.

03 - Improve the competitiveness of small and medium-sized enterprises, the agricultural sector (in the case of the FEADER) and the fisheries and aquaculture sector (in the case of the FEMP)

3a - Promotion of entrepreneurship, in particular, facilitating the economic exploitation of new ideas and promoting the creation of new companies, also through nurseries

- **PROGRAMA OPERATIVO FSE CANARIAS 2014-2020**

http://www3.gobiernodecanarias.org/empleo/portal/estaticos_portal/online/contenidos/web/sce_secretaria_general/Documentaci%C3%B3n_FSE_perodo_14-20/Programa%20Operativo%20FSE%20Comunidad%20Aut%C3%B3noma%20de%20Canarias%202014-2020.pdf

Investment Priority 8.1

Access to employment by jobseekers and inactive people, including long-term unemployed and people away from the labour market, as well as local employment initiatives and the promotion of labour mobility.

2. ACTION

- **2.A.-** Identification of the different actors in the R&D sector in the region (universities, research institutes, companies, clusters, etc.) to promote the **generation of a knowledge transfer network to SMEs**. Creation of a published database that will give visibility to these actors, thus serving as a link between them, in the event that there is already a similar initiative, they will collaborate with them to increase their impact in the region and promote the figure of the *Green and blue tutor* (Action 1).
- **2.B.-** Development of an online resource **guide for new entrepreneurs in the green and blue sector of the region**. This guide will be promoted at the regional level among the actors identified in 2.A, these actors will serve to validate the resources created.

The following table shows the different indicators identified for each sub-action and links them to the competitiveness of SMEs and, in general, to support SMEs.

Indicators

2A	Number of contacts and meetings with actors in the R&D sector and (number of meetings, participants, etc).
	<i>FOCUS SME COMPETITIVENESS:</i>
2.B	Guide of resources of R&D in the green and blue sector in the Canary Islands.
	<i>FOCUS SME COMPETITIVENESS: Number of identified R&D initiatives.</i>

3. PLAYERS INVOLVED

- The public employment service (www.gobiernodecanarias.org/empleo)
- The Regional Ministry of Economy and Finance of the Regional Government, responsible for the leadership of public policies for regional development. (<http://www.siecan.org>)
- Regional Ministry of Tourism competent in this key area in the development of the island economy. (<http://www.gobiernodecanarias.org/turismo>)
- Canarian Universities (www.ulpgc.es, www.ull.es)
- Canarian Technological Institute (<http://www.itccanarias.org>)

4. TIMEFRAME

DEVELOPMENT OF A RESEARCH DEVELOPMENT AND INNOVATION CONTACT NETWORK IN THE BLUE & GREEN SECTOR

ACTIONS	Semester			
	6	7	8	9
Action 2.A	<i>Contacts and meetings with actors in the R&D sector</i>	<i>Start-up of the knowledge transfer network to SMEs</i>		<i>Evaluation</i>
Action 2.B	<i>Production and dissemination of the resource among potential users</i>			<i>Evaluation</i>

5. COSTS

- The outcomes of the meetings that are held.
- Those of the development and maintenance of the online platform and its dissemination. A cost of around € 6000 is estimated for its development, maintenance and commissioning.

6. FUNDING SOURCES

- The regional budgets of the public employment service, the Ministry of Finance of the Government of the Canary Islands as well as the other participating organizations.









**Interreg
Europe**



European Union | European Regional Development Fund

DEEP **Blue** economy

**Developing
Entrepreneurship** through
Educational and **training
Practices** on **Blue Economy**



IEM IP-RAM

Instituto de Emprego da Madeira

action plan

sharing solutions for
better regional policies



Part I – General information

Project: GROW RUP

Partner organisation: IEM, IP-RAM

Country: Portugal

NUTS2 region: Madeira

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Part II – Policy context

The Action Plan aims to impact:

- Investment for Growth and Jobs programme
- European Territorial Cooperation programme
- Other regional development policy instrument

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Introduction

Having all the good practices learnt within the first phase of the GROW RUP project in mind, our project has to respond to a real challenge: from on one side it has to identify the most important sectors and activities (private, public or both) related to the ocean, having in mind that tourism is the main activity in Madeira and, on the other hand, it aims at a blue tourism cluster able to generate opportunities and increasing SMEs' competitiveness. In short, what the current action plan (DEEPBLUE ECONOMY) intends to replicate is the blue good practice implemented in Canary Islands through a Training & Employment program oriented to disadvantage groups (long-term unemployed, although we intend to extend it to young people) in the labor market, starting by mapping the new skills needed in the blue and circular economy in order to boost SMEs' competitiveness. An easy practice to replicate but essential for the blue growth since our long-term unemployed not only have low qualifications but also mismatched qualifications, requiring for urgent requalification.

So, the actions proposed in our action plan are:

- **Specific** - targeting long-term unemployed people and also young people, profiting from and contributing to the blue growth economy;
- **Operational** - since a training program will respond to the 1st phase mapping of the new blue skills and training needs in the blue & circular sector
- **Measurable** - because one can estimate the number of unemployed with good results involved in the project.

Funding Sources

The Madeira Regional Operational Program 2014-2020 (OP Madeira 14-20) is a multifund program with contributions from the European Regional Development Fund (ERDF) and the European Social Fund (ESF) for the period of 2014-2020. The total allocation for the operational program amounts to EUR 472 million, with financial contribution of more than 60% from the ERDF and 40% from the European Social Fund (ESF). The development of the OP Madeira 14- 20, contemplated 12 priorities (axes) and the specific objectives associated with the Investment Priorities (IP) selected, reflecting the regional strategic options contained in the PDES 2014- 2020 Commitment@2020 and aligned with the strategic priorities Europe 2020, regarding the Competitiveness and Internationalization Sustainability and Efficiency in the use of resources, the human capital and social inclusion and employment. The activities contemplated in the different actions of this Action Plan will contribute to reinforce the development of the priority

axes. EP3- Enhance Business Competitiveness and EP7- Promote Employment and Labor Mobility.

Priority Axis	Fund
1 To reinforce the research, technological development and innovation	ERDF
2 Better access to Information and Communication Technologies	ERDF
3 To increase the competitiveness of enterprises	ERDF
4 To support the transition to an economy with low carbon emissions	ERDF
5 Environment protection and efficient use of resources	ERDF
6 Sustainable transport and enhancement of regional mobility	ERDF
7 Employment and labour mobility	ESF ERDF
8 Social inclusion and poverty	ERDF ESF
9 Skills, education and lifelong learning	ERDF ESF
10 Institutional capacity building and efficiency in Public Administration	ESF
11 Additional cost of Outermost Regions	ERDF /RUP
12 ROP technical assistance	ERDF

We consider of extreme importance to be conscious that the present Action Plan, which is currently under development, may fall short on the proposed targets, inasmuch its implementation will coincide in time with the end of the current Community Framework.

According to data provided by IDR, the Managing Authority of the Madeira Operational Program 14-20, the current Community Framework presents the following overview updated to the date of June 30, 2019:

ERDF:	ESF:
Commitment / approval rate: 84%	Commitment / approval rate: 90%
Execution rate: 45%	Execution rate: 51%
Payments: 46%	Payments: 58%

In the context of current budgetary constraints and given the need for the managing authorities of OP Madeira 14-20 to review a range of investment priorities, it should be stressed that the process of implementing this action plan remains voluntary and dependent on the partnerships established as well as private entrepreneurship. It is IEM's expectation that the present action plan could be a source of inspiration for the entities that establish and coordinate the forthcoming national and regional operational programs. We are confident that the present plan will be able to support the 'blue growth' agenda by maximizing the development potential of a marine and maritime economy by combining public empowerment with public / private development and entrepreneurship.

In order to allow progress to be assessed; In order to identify possible deviations or constraints throughout the process and correct trajectories, a set of indicators was established

to assess the extent to which the action plan is being implemented and whether it is meeting the proposed objectives.

ACTION 1

Mapping of the professional skills within Blue Economy context

1. THE BACKGROUND

In 2017, the Blue Economy accounted for 5.4 million jobs and a gross added value of almost EUR 500 billion per year in Europe¹. In terms of employment in Portugal, between 2009 and 2106, this sector grew 14.3%, contributing to the national total by about 21.5%². In the outermost regions it is already recognized that maritime-based activities constitute the backbone of the local economies³, with potential to grow substantially in the next few years and therefore create employment directly and indirectly. Of these, coastal tourism, cruise tourism, shipping (maritime transport and ports) and fishing and aquaculture have been identified as playing a pivotal role and present the highest level of development. Still, typically, coastal economies, are particularly vulnerable to economic, financial and political changes as they are mainly made up of SMEs and micro enterprises. Outermost regions are not an exception. New skills, requiring high abilities, and well-focused, market-oriented applied research are necessary to sustain the progress in these regions.

The interregional visits within GROW RUP project identified a skills mismatch that is hindering the productivity and growth of local (blue and green) economy. It is essential that the acquisition and development of skills offer new forms of flexibility and security to jobseekers, workers and employers. It was also documented the need for dynamic entrepreneurs to promote professional approaches amongst local enterprises, administration and stakeholders in the ORs. Moreover, the visits also allowed to identify the need for well qualified professionals who are service minded and that speak several languages, namely technical English.

Action 1 will contemplate quantitative and qualitative data on the information on skills and labor market, that in turn will contribute to support decisions on further actions. Information will be collected according to the 2017 portuguese legislation³ that sets three groups of unemployed: *(a) 'young people looking for their first job' are people under the age of 31 who have never had a permanent employment contract; (b) 'long-term unemployed' registered at an IEFP employment center for 12 months or more, and; (c) 'very long-term unemployed' are people aged 45 years or over registered at an IEFP employment center for 25 months or more;* and at the regional level accordingly to the Program of the XII Regional Government, in particular as regards employment policies.

¹https://ec.europa.eu/maritimeaffairs/policy/blue_growth_en

² The 2018 annual economic report on the Eu Blue Economy. DG Maritime Affairs and Fisheries

³European Commission. Executive Agency for Small and Medium-sized Enterprises (EASME). Realising the potential of the outermost regions for sustainable Blue Growth. 2017.

⁴Decreto-Lei (Decree-Law) n.º 72/2017, de 21 de junho and XII Madeira's Government Programme.

The data collected will allow to assess the profile and diversity of the current skills and occupations and the skills supply and demand of the marine economy and together with the local stakeholders to assess the anticipated future needs of enterprises within the marine economy.

The workshops with regional stakeholder groups played a crucial role in the creation of the Action Plan, especially in the characterization of the needs and future prospective, as they are the vehicles by which integrated and participative approaches to regional policies and strategies are developed. By bringing together partners to collaborate on this specific issue- training and certification, the IEM expects to guarantee a more rigorous and innovative Action Plan.

Reference Projects/ Institutions: Skills Panorama (EU); ANQEP (Portuguese National Agency to the Qualification and Professional Teaching); Cluster Marítimo de Canarias; La Reunion: Maritime Pole: mapping the resources and expectations of stakeholders and evaluating the potential of the maritime basin.

2. POLICY INSTRUMENT

Action 1 will have a positive impact on Priority Axis 3 of OP 14-20, particularly on specific objectives 3.b.1. and 3.c.1. Action 1 specific actions will help to update training needs in the Blue Economy, improving the applicability of the remaining calls of the OP Madeira 2014- 2020 and the programming of the next funding framework.

Investment Priority 3b: Development and application of new business models for SMEs, especially as regards internationalization (ERDF).

Specific Objective 3b1: Promote the capabilities of companies by supporting investment to support their organizational transformation and improve their competitiveness and the potential for internationalization and promotion of the Region's assets abroad.

Investment Priority 3c: Support for the creation and extension of advanced product and service development capabilities (ERDF).

Specific Objective 3c1: To develop actions aimed at improving the competitive capacity of regional companies with the objective of consolidating economic growth and adding value to processes and goods and services.

3. DETAILS OF THE ACTION

3.1. Identification of qualification needs and indicating priority areas and professional exits for the education and training network, which will allow clear guidelines for the definition of the network of training offers.

3.1.1. Distribution of the occupations within the blue economy in different levels, reflecting the diverse educational requirements: Higher (HE) and Further Education and Training (FET); Leaving Certificate; Junior Certificate and No Formal Qualifications

3.1.2. Assess of the profile and diversity of the current skills and the skills supply within IEM universe

3.1.3. Barriers to the mobility of qualified people between the sectors.

Action 1 will comprise two main elements:

1 Desk review of relevant government policies, economic profile and data on education/skill levels within IEM universe and with particular emphasis on long term unemployed people;

2 Workshops with selected local stakeholders from the key Government departments, namely the Education, Tourism; Sea Economy Departments; development agencies (ACIF), industry associations and other organizations involved in the marine economy (Research Institutions- AREAM; OOM) to ascertain their views on the current and anticipated skills demand and how these skills requirements may best be met. The complete list of the stakeholders is available on 3. *Players Involved*.

4. TABLE OF INDICATORS

Activity	Indicator
3.1.	<i>Mapping of the occupations within blue economy in Madeira</i>
	<i>FOCUS SME COMPETITIVENESS: To release the potential of SME within Blue Economy, according to the expected growth of regional economy. Thematic workshops were facilitated with selected companies and key stakeholders</i>
3.2.	<i>Assess of the profile and diversity of the current skills and the skills supply</i>
	<i>FOCUS SME COMPETITIVENESS: To narrow the gap between existing skills in order to provide qualified work force for the SME's within Blue Economy context. Desk review of relevant government policies, economic profile and data on education/skill levels within each subsector.</i>

3.3.	<i>Barriers to the mobility of qualified people between the sectors.</i>
	<p>FOCUS SME COMPETITIVENESS: <i>Participation of companies and employers' associations; SME's and Training Schools in the identification of the major constraints and design of potential training courses within Blue Economy context. Desk review of relevant government policies, economic profile and data on education/skill levels within each subsector.</i></p>

Common outputs: Several skills needs were identified during the stakeholder's consultation. The first of these was the need for greater language skills; and the second related to the new export markets which would require certification under quality basis.

5. PLAYERS INVOLVED

IEM, IP-RAM - The GROW RUP project partner, performs its activity under the guidance of the Regional Secretary for Social Affairs. Its activities revolve around the promotion of employment policies of the Autonomous Region of Madeira through management of the European Social Fund funds allocated to the Region for the areas of employment and social cohesion.

IPTL- Instituto Profissional de Transportes e Logística (Professional Institute for Transports and Logistics). The IPTL is a professional school duly recognized by the Regional Secretariat for Education and Human Resources, as well as, at the level of Vocational Training, by the Regional Directorate of Vocational Qualification. Also, it is the only professional school in Madeira that has been duly certified in the area by the DGRM (General Directorate of Natural Resources, Safety and Maritime Services) for training for the marine and commercial marine, recreational boating and STCW Convention (Standards of Training Certification and Watchkeeping for Seafarers). It currently provides education and vocational training to about three hundred people distributed in their Professional Education and Training and Technological Specialization Courses.

IQ, IP-RAM- Instituto para a Qualificação (Madeira Qualification Institute) is a public body with administrative and financial autonomy, and its own patrimony, created through Regional Legislative Decree 6/2016/M, of 8 February, and is under the supervision of the Regional Secretariat of Education. IQ is the governmental institution in charge of all regional vocational training, and it is also an intermediary body in the management of Madeira 14-20, within the scope of the ESF.

IDE, IP-RAM - Instituto de Desenvolvimento Empresarial (Business Development Institute of the Autonomous Region of Madeira) - Coordinating body of all support to the secondary and tertiary sectors of Madeira's economy. It focuses on, among others, the following areas of activity: Entrepreneurship, Business Innovation, Technological Development, Knowledge Society, Information and Communication Technologies, Quality, Environment and Energy, Internationalization, Structural Investment, Creation of an environment of financial innovation and Compensation of Surpluses (RUPs). Considering the thematic objectives defined by the Cohesion Policy, IDE is an intermediary body in the management of Madeira 14-20, intervening in the following Priority Axes: I; III; IV; XI.

Local stakeholders with business activity on Blue Economy:

Blue Geo Lighthouse, Ltd - BIGLE

EISAP - European International Shipowners Association of Portugal MMP

- Marítimos Manning Portugal, LDA

Buggypower-Gestão e Produção de Biomassa, Lda

MARISMAR - Aquicultura Marinha, LDA

UBQ Madeira

Ilha Peixe

FactorEnergia

Rota dos Cetáceos

Startup Madeira

Clube Naval do Funchal- Recreacional Nautical Activities

Madeira Outdoor Active Holidays

Grupo Sousa

Tecnovia Madeira- Navy Construction TI

(Transinsular Madeira)

Other Government Departments and Organizations

Mar - Registo Internacional de Navios

Escola Profissional de Hotelaria e Turismo da Madeira- EPHTM

Associação Comercial e Industrial do Funchal- ACIF (Interreg Project SMART Blue) Centro

Internacional de Negócios da Madeira- SDM

Direção Regional do Ordenamento e Território e Ambiente- DROTA

Agência Regional da Energia e Ambiente da Madeira - AREAM

Observatório Oceânico da Madeira (OOM) - ARDITI

Centro de Maricultura da Calheta

6. TIMEFRAME

<i>Prospective study for the definition of a Regional Strategic Plan for the Blue Economy</i>				
<i>Activities</i>	Semester			
	6	7	8	9
<i>Team nomination</i>	X			
<i>Work programme</i>	X			
<i>Study</i>		X		
<i>Development of the strategy</i>			X	
<i>Disclosure</i>			X	

7. RESOURCES AND FUNDING SOURCES

The action will be implemented by IEM, partner of the GROW RUP project, with no relevant implementation costs to consider.

ACTION 2

Increase vocational training and skills certification

1. THE BACKGROUND

The Interregional visits of GROW RUP project allowed to identify the fact that SME are faced with shortcomings in the marketplace, not seldomly associated with difficulties in obtaining capital or credit for the start-up phase and with available specialized human resources.

Action 2 is devoted to promoting competitiveness of SME, through improvement of the professional skills, focusing on the group of unemployed between 30 and 45 years. Central to the success of any qualification reform will be linking qualifications to the regulatory requirements that already exist.

The strategy to be defined within Action 2 will contemplate the implementation or increase of skills certification under regional, national and international quality standards, following the markets identified needs and national and regional education legislation. Examples of best practices as the one of the Canary partner- PFAE (*Programa de Formación en Alternancia con el Empleo* - Training programme in alternation with the employment; the Guide books and training in sustainable construction (Project Built in Green) or the ones from Azores- the 'Sea School' of Azores and Project Stagiari (enable young people with upper or intermediate level qualification a professional traineeship in the real context of work promoting their insertion in active life) were an inspiration to define the strategy to be implemented in Madeira to ensure that there will be sufficient provision of technical skills to meet the SME's blue economy related business's needs.

The strategies to be implemented, according to the skills panorama existent within IEM universe shall be based on the concept that blue economy skills are common to land based jobs and individuals can upskill for a marine environment. National data and first results of the regional workshops included in Action 1 indicate that the core skills and knowledge of the maritime technicians, general operatives and highly technical staff, include electricians, metal workers, mechanics. If this skills already exist for land specializations, they are transferable to sea-based roles in order to deal with the challenges of the marine environment. Moreover, the number of sub-sectors associated with the Blue Economy is vast and each of these in turn is interlinked and also interacts with other sectors outside the marine area. It is our believe and strategy that the development of new skills needs to consider the fact that these sub-sectors of the ocean economy can also be grouped in many different ways and that versatility and update formation are required specially when dealing with the emerging markets.

Action 2 does not intend to create new Training Qualifications to be included in the National Catalogue of Qualifications. Instead it is the goal of Action 2, in partnership with the competent authorities, to create short term trainings to complement land-based qualifications. Of the 274 Qualifications existing on the National Qualification Framework (introduced by the Decree-Law

nº. 396/2007) amongst 39 areas of education and training, 114 are qualification level 2 of QNQ (includes 9th grade); 125 score the QNQ qualification level 4 (includes 12th grade) and 35 score the QNQ qualification level 5 (includes 12th grade). Preliminary analysis of the Catalogue showed that least 30% of the qualification certifications could be further oriented to sea-based occupations. The courses will provide updated contents and curricula, supporting the up-grade of worker skills for a better adaptation to maritime jobs market expectations, hence helping to bridge the current qualifications discrepancy.

Finally, it is also the aim of IEM that the social partners get involved in the process, namely the SME's through cemented partnerships. Education in the labor context is a springboard for quality jobs and the development of competences adapted to the labor market, including transversal and social skills.

2. POLICY INSTRUMENT

Within the Action Plan of GROW RUP project, Madeira's Action 2 aims at improving SME's competitiveness through improvement of vocational skills, which in turn are contemplated in Axe 7 of the OP 14-20 (Employment and labour mobility). According to the OP management Institute- IDR (Regional Institute of Development)- more than 80% of the allocated funds for this axe are included in the ESF. Action 2 results will be pending upon the ESF and EDRF funds. IEM anticipates difficulties as the implementation of this Action Plan is coincident with the end of Operational Programme-Madeira 14-20 and the beginning of the next OP.

Still, it is IEM, IP-RAM goal to establish partnerships with IQ and IPTL, in order to empower long term unemployed people with valences within the blue economy context, which will contribute to improve the SME's competitiveness capacity, as defined within OP Priority goal 3- Reinforce SMEs competitiveness, namely the specific objectives 3.b.1. and 3.c.1.

Investment Priority 3b: Development and application of new business models for SMEs, especially as regards internationalization (ERDF).

Specific Objective 3b1: Promote the capabilities of companies by supporting investment to support their organizational transformation and improve their competitiveness and the potential for internationalization and promotion of the Region's assets abroad.

Investment Priority 3c: Support for the creation and extension of advanced product and service development capabilities (ERDF).

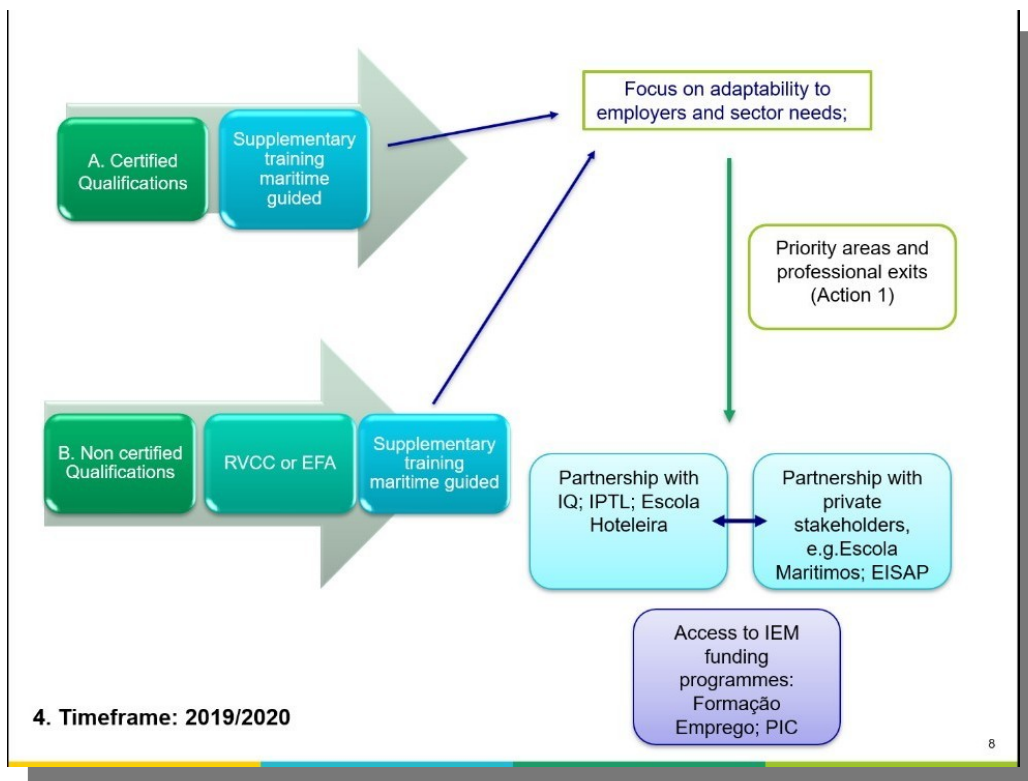
Specific Objective 3c1: To develop actions aimed at improving the competitive capacity of regional companies with the objective of consolidating economic growth and adding value to processes and goods and services.

3. DETAILS OF THE ACTION

Definition and implementation of two certification scenarios:

3.1. Provision of dual certification training- implementation of complementary formation oriented to maritime activities to those having previous vocational training;

3.2. To provide to those with previous labour experience, certified vocational training alternatives: integrating RVCC (Recognition, Validation and Certification of Skills acquired throughout life) or attending EFA (Education and Training for Adults), further complemented with maritime vocational training.



4. TABLE OF INDICATORS

Activity	Indicator
3.1.	<i>Number of new established vocational training Blue related.</i>
	<i>FOCUS SME COMPETITIVENESS: The adaptability of the vocational training to employers will improve SME by means of covering the sector needs with updated trained human resources.</i>
3.2.	<i>Number of RVCC and EFA trainees</i>
	<i>FOCUS SME COMPETITIVENESS: Attendance to RVCC and EFA with further formation on the Blue sector, will improve and potentiate SME' competitiveness by means of covering the sector needs with empowered, qualified and trained human resources.</i>

5. PLAYERS INVOLVED

Listed in Action 1.

6. TIMEFRAME

Increase vocational training and skills certification				
Activities	Semester			
	6	7	8	9
<i>Team nomination</i>	X			
<i>Work programme</i>		X		
<i>Study</i>		X	X	X
<i>Development of the strategy</i>			X	X
<i>Disclosure</i>				X

7. RESOURCES AND FUNDING SOURCES

Action 2 has an estimated total of approximately € 101,000 and will be co-financed by the ESF (OP Madeira 14-20) and the Regional Budget. This figure results from an estimate of costs associated with STCW (Standards of Training, Certification and Watchkeeping for Seafarers) certification and from the implementation of the IEM-IP-RAM “Training- Employment” Program managed by IEM, IP-RAM, or any another that seems appropriate to the requirements, namely the “Professional Internships” program.

ACTION 3

Promote Blue Entrepreneurship

1. THE BACKGROUND

GROW RUP project is devoted to boosting SMEs competitiveness and entrepreneurship and targeting long-term unemployed people in the ORs. The Blue Economy concept is about marine economic activity as a driver of sustainable growth and development. Activities related with this concept already account for more than 30% of employment roles in Madeira archipelago, mostly associated with coastal tourism. It is important to provide alternatives, which cover the sustainable use of the sea and its resources for economic development.

A key function of entrepreneurship is to contribute to economic growth and diversity. IEM strategy to promote blue entrepreneurship should ensure that policy settings are in place tailored to the specificities of the local economy and describe how entrepreneurship is expected to contribute to the GROW RUP objectives. This will require a combined assessment of local environmental challenges and an understanding of the current economic realities and priorities in close engagement with the private sector.

The Intelligent Specialization Strategy of Madeira (RIS3) well-defined that competitive advantage of the regions can only be found if they outline market niches or integrate new technologies into traditional industries exploiting their potential⁵. Also, OECD has identified that the main barriers to the development of high-growth SMEs are market failures in capital markets, government regulations, indirect labor costs, access to foreign markets, and difficulties in recruiting qualified staff and skilled workers.

To promote and drive for more and better creativity in entrepreneurship, Action 3 of the Action Plan will analyze the creating conditions for training and increasing of competitiveness on existing companies and the creation of new companies that contribute to the Blue Economy.

⁵https://ris3.arditi.pt/?page_id=5

2. POLICY INSTRUMENT

In the OP Madeira 14-20, thematic objective 3- 'Improve the competitiveness of SMEs' includes the investment priority IP3a -'Promoting entrepreneurship, in particular by facilitating the economic exploitation of new ideas and fostering the creation of new businesses'. On the other hand, thematic objective 7- 'Promoting employment and supporting labor mobility', managed by ERDF funds, includes the investment priority that promotes self-employment, entrepreneurship, and micro and small start-ups.

To put in place Action 3, IEM IP-RAM will define two different strategies to address the thematic objectives of the OP. IEM manages the European Social Fund funds allocated to the Region for the areas of employment and social cohesion. The already existing program PEED encourages and supports the creation of jobs by unemployed entrepreneurs who have a commercial concept technically, economically and financially viable. Headed to unemployed people enrolled in the IEM, the program is intended for an individual or collective business activity up until four jobs. Currently this measure (Legal framework - Portaria nº 32/2013, 13th May, published in JORAM, I Série, nº 56) does not prioritize the creation of businesses in the blue economy which, as mentioned before, is also a priority included in the RIS3.

Action 3 will address the current regulation of PEED programme in order to allocate a percentage of the ESF funds managed by IEM, through markups in the support granted to Blue Economy projects that apply to this programme.

Also, in order to promote policy synergies between ERDF and ESF, IEM will promote meetings with IDE, the regional public Institution with the mission of promoting the development, competitiveness and modernization of companies in the secondary and tertiary sectors of Madeira, especially micro, small and medium-sized enterprises (see players involved in Action 1). Amongst other programmes, IDE has the initiative VALORIZAR 2020, devoted to the promotion of the qualification of business strategies and develops actions aimed at improving the competitive capacity of regional companies in order to consolidate economic growth and add value to processes and goods and services. It is also intended to stimulate the production of new goods and services, including circular and blue economy related, and stimulate the adoption of new or significantly improved processes or methods of manufacturing, logistics and distribution, as well as organizational or marketing methods.

IDE has also the initiative EMPREENDER 2020 that aims to support the stimulation of private investment and the creation of jobs materialized in product innovation projects. EMPREENDER 2020 intends to renew the regional economic base through ERDF incentives for innovation and entrepreneurial initiatives, preferably aligned with regional RIS3, that are

capable of providing creative and innovative businesses and to boost job creation and mobilize specialized technical skills.

The strategy defined in Action 3 intends to untap the potential for integrating the two programmes into fewer schemes with the blue economy scope, making it easier for SMEs to understand them and lowering administrative costs. IEM anticipates difficulties as the implementation of this Action Plan is coincident with the end of Operational Programme- Madeira 14-20 and the beginning of the next programme. Although in the future (next OP 21-27) common programme management is in the interest of users, flexible combinations of start-up grants; entrepreneur training and job creation should be implemented if the nature of the project would be included in the Blue Economy concept.

IEM and IDE will have joint and separate informational meetings on the running programmes to promote the synergies between the two funding systems. At the stage of elaborating this Action Plan, a collaboration protocol with the IDR has already been established, presented in Annex 1

3. DETAILS OF THE ACTION

3.1. Improving access to finance. Adaptation and effective transfer (re-use) of existing funds/ programmes to the Blue Growth Employment Initiative, with the objective to strengthen traditional economic activities related to the maritime economy with innovative business ideas.

3.2. Support proposals submission and evaluation throughout development of the projects. In the incubation stage, mentors will provide advice and courses to all trainees on scientific knowledge, market needs and business opportunities.

3.3. Promoting awareness and networking. Community networking events, aiming at the identification of business ideas, the promotion of Blue Growth, the attraction of advisors, sponsors and other stakeholders.

3.4. Promoting connection between IEM and IDE entrepreneurship programmes. Definition of a markup system for the project proposals within Blue Economy and encourage IDE to allocate a percentage of the ERDF funds to blue economy related projects.

4. TABLE OF INDICATORS

Activity	Indicator
3.1.1.	<i>Changes in the regulation of IEM's PEED program</i>
	FOCUS SME COMPETITIVENESS: <i>Support the SME with creation of new jobs</i>
3.1.2.	<i>Number of Blue proposals submitted to IEM's PEED program</i>
	FOCUS SME COMPETITIVENESS: <i>Support the SME with creation of new jobs</i>
3.2.1.	<i>Number of PEED program tutoring sessions</i>
	FOCUS SME COMPETITIVENESS: <i>More trained and skills certified Professionals</i>
3.2.2.	<i>Number of jobs created within PEED program</i>
	FOCUS SME COMPETITIVENESS: <i>More trained and skills certified Professionals</i>
3.3.1.	<i>Number of disseminating events</i>
	FOCUS SME COMPETITIVENESS: <i>Spreading relevant info to companies and Public</i>
3.3.2.	<i>Number of event participants and lectures</i>
	FOCUS SME COMPETITIVENESS: <i>Spreading relevant info to companies and Public</i>
3.4.1.	<i>Number of projects submitted to VALORIZAR2020 and EEMPREENDER2020 within the Blue Economy concept</i>
	FOCUS SME COMPETITIVENESS: <i>SME's benefiting from employment and start-up funds have reduced costs</i>
3.4.2.	<i>Number of tutoring sessions on PEED program to IDE submitted Blue Economy Projects</i>
	FOCUS SME COMPETITIVENESS: <i>SME's benefiting from employment and start-up funds have reduced costs</i>

5. PLAYERS INVOLVED –

IEM and IDE (full description in Action 1).

6. TIMEFRAME

<i>Prospective study for the definition of a Regional Strategic Plan for the Green and Blue Economy</i>				
<i>Activities</i>	<i>Semester</i>			
	<i>6</i>	<i>7</i>	<i>8</i>	<i>9</i>
<i>Team nomination</i>		X		
<i>Work programme</i>		X		
<i>Study</i>		X	X	X
<i>Development of the strategy</i>		X	X	X
<i>Disclosure</i>				X

7. RESOURCES AND FUNDING SOURCES

The specific activities of Action 3 have an estimated total cost of € 1.1145.000, of which approximately 85% correspond to the ERDF (€ 900.000) in support of “blue” business creation. The remaining 15% (€ 245,000) corresponds to that for implementing SME competitiveness incentive programs by creating jobs through funding of the ESF and Regional Budget, managed by the project partner. Other potential eligible costs associated with carrying out the action include simple online application implementation; selection of external specialists; regionally trained consultants to help SMEs.

ACTION 4

Follow up and Dissemination of the Actions

1. THE BACKGROUND

Opportunities included in Action 2 and 3, towards vocational and educational training and other learning paths are meaningful ways for upskilling long term unemployed. However, these trainings are only useful if individuals commit to them. There is the need to firstly raise awareness of maritime-related careers, generating consciousness and enthusiasm for maritime culture and careers. Also, awareness of the crucial importance for raising skills to find a better job is an essential motivation for acquiring those skills and for the success of the training courses. Also, it is important to keep the involved stakeholders updated on the results/ products of the actions so that all key-actors, specially the end-users of the project (long term unemployed) can reap of the benefits.

Action 4 is devoted to an active monitoring of the Actions 2 and 3 which will feed into decision-making cycle (with the next OP already in mind). IEM is compromised to intensify the efforts to disseminate the information in order to make programmes more responsive to the changing need of the labor market. Finally, it is expected that all the dissemination actions will stimulate the discussion, which in turn will help to identify appropriate follow-up and correcting actions to put into practice and feed the evaluation findings of the Action Plan into the next cycle of decision making. Online and offline tools will be used to raise visibility and on-site meetings and outputs of the workshops and meetings with public institutions and private stakeholder and business associations will contribute directly for the follow-up of the Action Plan.

2. POLICY INSTRUMENT

The present Action aims to promote the initiatives contemplated in Actions 2 and 3, thus giving greater visibility to the programs associated with job creation and increased competitiveness of the SME. At the same time, the dissemination strategy can and should contribute to raising awareness and mobilizing priority for investments and funding support for the regional blue economy, notably through efforts and common priority areas in the next operational program, including the ERDF, ESF, EMFF.

3. DETAILS OF THE ACTION

3.1. Public events in order to present the evolution of the Action Plan to experts and stakeholders involved in the process

3.2. Establishment of divulgation plan to raise awareness of the value (market and nonmarket), opportunities and social benefits of engaging with the sea, within IEM long term unemployed group.

3.3. Maintenance of the Project website and social media

5. PLAYERS INVOLVED

IEM, IP-RAM will be the main responsible for Action 4. Collaboration for the dissemination will be asked to all partners involved directly and indirectly in Action 2 and 3.

6. TIMEFRAME

<i>Prospective study for the definition of a Regional Strategic Plan for the Green and Blue Economy</i>				
<i>Activities</i>	<i>Semester</i>			
	<i>6</i>	<i>7</i>	<i>8</i>	<i>9</i>
<i>Team nomination</i>	X			
<i>Work programme</i>	X			
<i>Study</i>	X			
<i>Development of the strategy</i>		X	X	X
<i>Disclosure</i>				X

7. RESOURCES AND FUNDING SOURCES

The action will be implemented by IEM, partner of the GROW-RUP project, with no relevant implementation costs to consider.

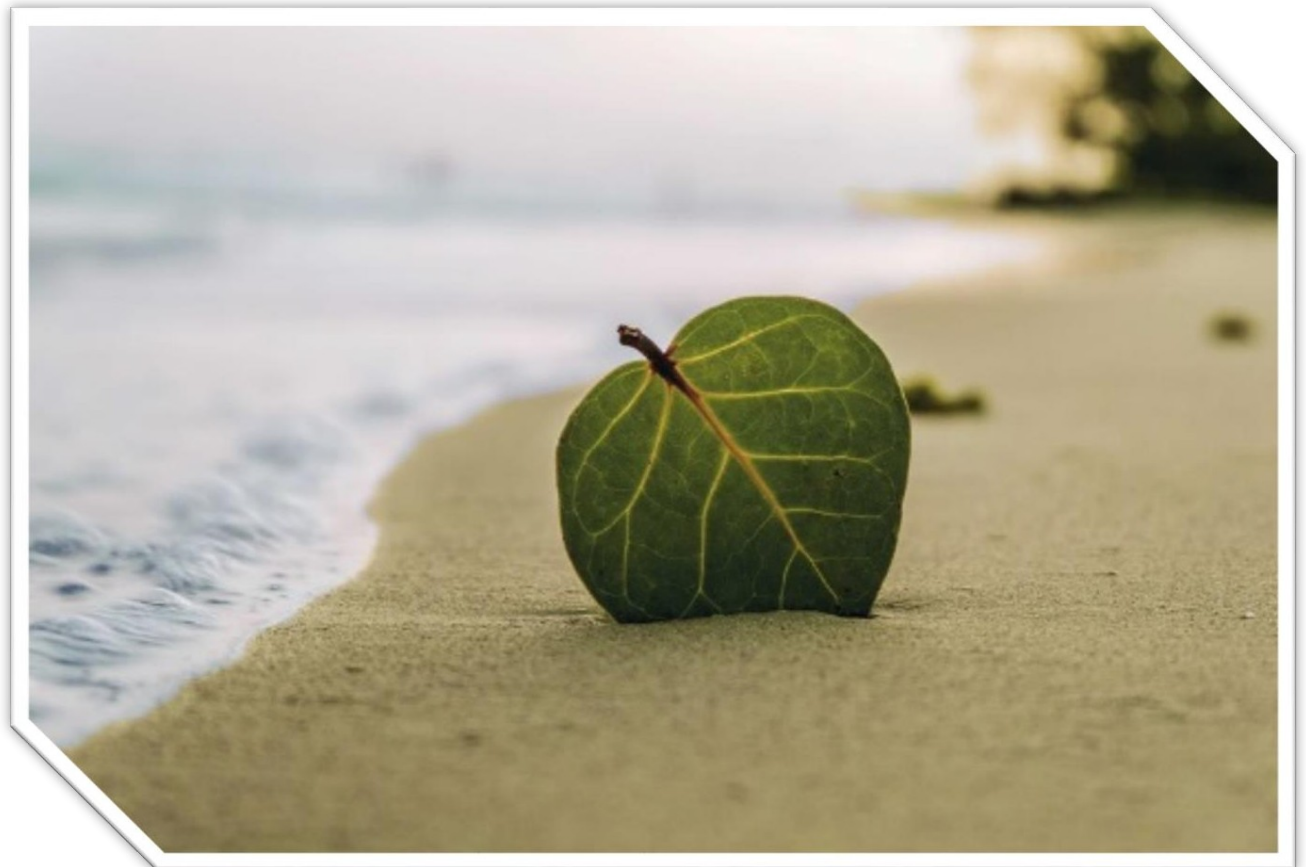
Funchal, Junho de 2019.

A Presidente do IEM, IP-RAM



(Maria do Rosário Serra Alegria Baptista)

GROW RUP PROJECT MARTINIQUE ACTION PLAN



Action plan Template

Part I – General information

Project: GROW RUP

Partner organisation: Collectivité Territoriale de Martinique

Other partner organisations involved (if relevant): _____

Country: MARTINIQUE

NUTS2 region: MARTINIQUE

Contact person: Maguy Marie-Jeanne

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Part II – Policy context

The Action Plan aims to impact:

X Investment for Growth and Jobs programme

European Territorial Cooperation programme

Other regional development policy instrument

Name of the policy instrument addressed: Programme

Opérationnel Feder-FSE CTM 2014-2020

Establish how the project can influence the next FEDER programming in favor of job creation in the Blue Economy and the Green Economy

Martinique is eager to make the most of the potential of blue economy and green growth, in particular because it has natural assets that can be promoted and developed. It is in that sense that the Collectivité Territoriale de Martinique (CTM) has tried to make use of European funding and tools for the 2014-2020 period on a “smart, sustainable and inclusive” growth model: more than €800 million is earmarked for the development of the territory to maximize the leverage of public policies already initiated. In 2016, nearly €95M European funding was allocated to support large-scale projects in the fields of transport, ICT, energy, agro-processing, without forgetting the support of 400 young Martinique "NEETS".

Since 2016, the Collectivité Territoriale de Martinique, the managing authority of the ERDF, EAFRD and part of the ESF, have put in place a new organization, especially within a new Direction dedicated to the management of the European Funds, which support on technical and financial level, Martinican projects leaders.

Part III – Details of the action(s) envisaged

ACTION 1: Establishment of an Aquaculture Technical Center of Martinique

1. **The background** (please describe the lessons learnt from the project that constitute the basis for the development of the present Action Plan)

This operation is inspired by the Aquaculture development strategy of Madeira, that was presented at the regional workshop and a detailed visit of the “Centro de Maricultura da Calheta” in June 2018.

Presently, only 20 structures of aquaculture farms are active in Martinique, some of which operate constantly, the others do not operate on a regular basis.

Most of the aquaculture structures do not employ workers apart from the owner, and sometimes members of his or her family to exploit the farm, which is very similar to Madeira experience. Consequently, four aquaculture farms that produce about 20 tons per year employ only one worker. The number of jobs in the aquaculture production is estimated to be about 15. In 2016, the structures produced 59 tons.

The production of the island is still far too low compared to its global capacity, which is estimated to be 300 tons. Aquaculture in Martinique suffer from a lack of organization of the sector and a non-secured procurement of small alevin.

Moreover, there is no real structure dedicated to the production of fish food in the Martinican branch. Therefore, aquaculture professionals must anticipate their nourishment supply and are subjected to uncertainties and additional costs that result from the import of products. Some deficiencies are to be highlighted in domains such as labor and local professional training for the maintenance and the repair of equipment essential for the activity.

Consumption of sea products in Martinique is at 8550 tons on average (about 21kg/hab). Aquaculture contribution is only 0.7% of the total fish consumption in Martinique. (Figure quite similar to Madera's percentage). Consequently, there is a real development capacity as well as job creation potential; both must be well structured and exploited.

The proposed Center would help improve the competitiveness of the businesses and hopefully, in a long term, reduce the extent of importation; like the example of Madeira that now produces 450 tons per year, thanks to its "Centro de Maricultura da Calheta".

2. Action (please list and describe the actions to be implemented)

2. A – Establishment of an Aquaculture Technical Center of Martinique

This technical center will have to integrate all of the technical functions in relation with the development of aquaculture in Martinique (improvement of the process, production of larvae, management and vocational training). The aim is also to create a breeding ground of companies specialized in aquaculture (food-processing industry in particular), as seen during the visit in Madeira.

2-B Research Programs Development

A program dedicated to gathering of knowledge and information on research and maritime environment will be set up, focusing more on aquaculture more particularly. The objective is to study the interactions between ecosystems, and a possible introduction of new native species with high surplus value. For the profession, the aim will be to foster the development of companies in this field.

3. Players involved (please indicate the organisations in the region who are involved in the development and implementation of the action and explain their role)

Collectivité Territoriale de Martinique, Cluster Maritime de Martinique, Services de l'Etat, Université des Antilles, Professionals of the Fishing Industry.

4. Timeframe

Establishment of an Aquaculture Technical Center of Martinique					
ACTIVITES	Semester				
	6	7	8	9	10
Team nomination	X				
Work programme	X	X			
Study – Mapping of the center needs		X	X		
Development of the strategy			X	X	
Implementation				X	X

5. Costs (if relevant)

6. Funding sources (if relevant)

- PO FEDER-FSE 2014-2020
 - o Measure 1-1-2 : Valorization economic of endogenous products/resources and integrated activities range.
 - o Measure 3a : Foster entrepreneurship, more particularly by facilitating the economic exploitation of new ideas and by stimulating the creation of new companies, including breeding grounds

ACTION 2: Increase local treatment of waste in terms of volume and modernization of structures.

1. **The background** (please describe the lessons learnt from the project that constitute the basis for the development of the present Action Plan)

The initiative was born on the necessity to catch up the delay in the management and treatment of waste in comparison to France mainland, as well as the need of a diagnosis of several main obstacles, in order to elaborate and implement appropriate policies in Martinique.

These obstacles are:

- Insularity because of treatment and valorization costs of wastes and our geographic distance from European continent and its regulation.
- Taking into account European and French regulation, which do not reflect our capacity and the reality of development.
- Size market that is too small to create economy of scale.
- Lack of synergies between economic actors
- High cost of collect and treatment waste

All these observations led to the development of plans, programs and strategies to integrate these specificities so as to cover investment and operating expenses in waste management. This strategy is called *Programme Territorial de Maîtrise des Déchets* "PTMD" and include financial measures to allows the development of waste collecting sector, waste treatment at local to national stage and circular economy actions.

Waste management problems in Azores are related to the absence of waste treatment and disposal locally, which is the same issue in Martinique. Additionally, Martinique has to export most of its waste to France mainland. The actions developed under this theme will allow implementing a more effective waste system at a local level, while involving all the stakeholders of the waste sector in Martinique.

2. Actions

1-A Increase the number of public recycling center.

In Martinique, we have dozens of recycling centers, which do not cover the demand. Similarly to Azores, Martinique have recycling disposal but need to foster, on the one hand the communication toward the population to improve their use of the disposals, and on the other hand, improve the cooperation with others stakeholders involved in the process. This allows creating more free wastes centers all over the territory.

Furthermore, the regional network in recycling centers is one of the actions of the Martinique waste plan approved in late 2019. The increase of this type of structures will allow the creation of direct jobs (objective: 50 new direct jobs for the management of the public recycling center).

1-B Adjustment and optimization of old car center.

Car trashes is an ecological issue, which also have an impact on tourism. Based on the example of the "Serralharia do Outeiro » in Acores (structure in charge collecting and compacting solid waste, such as ferrous metal or solid plastic), the objective for Martinique is to increase the process for the old car treatment.

The structure in charge will evolve its process to increase the local recovery rate, which will also ultimately facilitate the recovery of compacted car trashes that will be sent to the shredders.

The planned investments contribute on the one hand to the increase in the valuation of waste collected and the regular ramp-up of the company through new deposits collected and treated.

1-C Improvement and enhancement of the communication strategy to increase the rate of selective collection waste.

The objective of 65% of non-hazardous and non-inert waste towards material recovery or organic for the year 2025 as well as the generalization of sorting at source while respecting the current regulations are an integral part of the ambitious objectives adopted by the Martinique Waste Prevention and Management Plan approved at the end of 2019.

Despite the spreading of collection equipment (equivalent to the French mainland standards) collection rates in Martinique, even though they progress steadily, remain far below the averages national - 5 kg per capita per year of light packaging (against 15.8 in national average) and 6 kg per capita per year of glass in Martinique (against 30.5 kg in national average).

Appropriation of the sorting gesture by the population is difficult to reach. In that sense, two actions will be presented as examples of good practices: communication plan led by an agglomeration of cities from the Centre of Martinique and highlighting of a firm specialized in iron and metal treatment waste.

3. Players involved

Direct partners: CTM – Ecological Transition Agency (Ademe) – Representative of French Government (Prefecture de Martinique) and:

Actions	Financial Beneficiary
1A	Syndicat Mixte de Traitement et de Valorisation des Déchets (SMTVD)
1B	METALDOM (metal, ferrous waste treatment company)
1C	Communauté d'Agglomération du Centre de la Martinique (CACEM)
1C	Martinique Recyclage (household waste sorting center)

4. Timeframe

In progress during 2018 and 2020.

5. Costs (if relevant)

Actions	Beneficiary	Total project cost	Grant
1A	SMTVD	2 978 800€	PTMD and ERDF
1B	METALDOM	155 104,21€	PTMD
1C	CACEM	200 000€	PTMD
1C	MARTINIQUE RECYCLAGE	802 560,74€	PTMD

6. Funding sources

Moyens financiers mobilisables :

- PO FEDER/FSE
 - o Measure 6-1-2 : Increase the quantities of waste recovered

GROW RUP : Entrepreneurship development and capacity building policies for business creation and growth in Outermost Regions



La Réunion, Actions plan



GROW RUP

Action plans

Action plan template

Part I – General information

Project: _____GROW RUP_____ Partner organisation: _____REGION
REUNION_____ Other partner organisations involved (if relevant):_CANARIES –
MADERE – ACORES – LA MARTINIQUE_____

Country: _FRANCE_____

NUTS2 region: __FRY4_____

Contact person: _SEVERINE NIRLO_____

email address: _____severine.nirlo@cr-reunion.fr_____

phone number: _____+262262487025_____

Part II – Policy context

The Action Plan aims to impact Investment for Growth and Jobs programme,
specifically ERDF : Interregional programme Réunion Conseil Régional 2014- 2020
CCI number: 2014FR16RFOP007

Part III – Details of the action(s) envisaged

ACTION 1

Create a unifying structure around the blue economy: the Blue Institute and respond to strategic challenges for business development

1. The background

The reflections carried out during the various seminars (conference in Azores, seminar in Martinique) reinforced us in the need to develop a global blue economy strategy for the competitiveness of companies. This cannot be done without cohesion of local actors and knowledge of its maritime environment.

It therefore seems essential to bring together these players within a single entity in order to respond effectively to the challenges facing companies.

The creation of a structure with a legal framework (association law 1901) will allow actors to federate around the same strategy for the blue economy.

The structure will be financed by the Region Reunion in own funds for the administrative staff, according to SRDEII (Regional Plan for economic development, innovation and internationalization). This programming document with prescriptive value is the expression of regional economic development policy.

The projects of the stakeholders will benefit from european funds such as the EFDR, Interreg, and EMFF funds.

2. Action

The Action 1 is the establishment of the Blue Institute, structure that allows the stakeholders to implement shared projects.

(source : extract from the statutes of Blue Institute)

“The Blue Institute aims to ensure any action, at the level of the Territory of Reunion, French, European and International, aimed at promoting, developing, accompanying and structuring the ecosystem specific to the territory of Reunion in the areas of blue economy, particularly in the following seven themes :

- fishing, aquaculture and food processing of marine resources,
- biotechnology and non-food processing of marine resources,
- activities ports and ships,
- naval maintenance,
- renewable marine energy,
- mineral and maritime risks,
- tourism and leisure activities.

More precisely and within the framework of these seven themes, the association will carry out the following actions both in the territory of Reunion and in the Indian Ocean basin:

- uniting and networking the local players of the blue economy in order to define shared priorities and goals and bring out structuring and collaborative projects,

- establishing a comprehensive research strategy in the field of marine science in La Réunion that best supports economic development,
- creating a favourable environment for innovation by accompanying technology transfers and private initiatives and by animating the network of actors of the territory,
- facilitating the emergence of cooperation projects with the other French territories and island states of the Indian Ocean.”

In the timeframe of the Action Plan, the association will focus its efforts into strengthening a coherence of all the actions and initiatives concerning the blue economy in the territory, especially :

- Anticipating the training needs and carry out a territorial management action forecast of jobs and skills to ensure better employability
- Developing financial engineering for projects and make it easier to respond to calls for projects
- Assisting in the structuring of the blue growth sector in particular by defining a "blue growth" sector contract that will structure the sector with all stakeholders
- Developing a boat building integration workshop (Develop an innovative structure to best meet the challenge of boat renovation, develop a training offer adapted to the new needs of naval renovation)
- Effectively supporting blue economy enterprises by designing and/or adapting current financial measures of supporting the creation and development of value-added economic activities for the territory, in Regional council own funds or in the future European operational programs 2021-2027 funding.

Actions already implemented :

- The blue institute has been created
- The executive staff is working on the implementation of the Action Plan for 2020, described above.

Regarding future operational programs 2021-2027, Regional Council and blue institute are working on new proposals in order to implement the Action Plan. Workshops are organized with stakeholders to write the proposals for EMFF 2021-2027.

3. Players involved

- Blue Institute,
- Reunion Regional Council
- University of Reunion Island ,
- IRD French National Research Institute for Sustainable Development
- IFREMER French Research Institute for Exploitation of the Sea
- ARIPA Reunion Interprofessional Association for Fisheries and Fish Farming
- CRPMEM Regional Committee of Maritime Fisheries and Marine Fish Farming
- Maritime Cluster

4. Timeframe

Create a unifying structure around the blue economy: the Blue Institute and respond to strategic challenges for business development

Activities	Semester				
	5	6	7	8	9
Creation of Institut Bleu	X				
Workshop Eco bleue - Innovation	X				
Workshop Economie bleue	X	X	X	X	
Identification of SMES projects		X	X		
Accompanying business creation			X	X	X

5. Costs

administrative staff

1 ETP for Blue Institute (Institut Bleu) (~50K€ annual)

1 ETP for the accompaniment of identified projects (~50K€ annual)

Indirect costs for Blue Institute: valuation of room rental costs, subsistence allowance

6. Funding sources

REGION REUNION funds for administrative staff, according to SRDEII, (Regional Plan for economic development, innovation and internationalization) which is the framework of regional economic development instrument, including the blue economy sector.

ACTION 2

Establish a territorial brand with high added value for the territory

1. The background

The presentation of the territorial brand Azores as well as its positioning in the economic development of companies and its territory has reinforced us in the benefits of an identity marker to support the local companies (increase of 22% of the sales after the introduction of the brand).

This territorial brand will help boost and identify companies and products involved in the economic development of the island to maximize the potential of the territory.

Also, it's necessary for La Reunion to develop a "general brand" to increase the visibility and the attractiveness of the territory.

2. Action

The objectives of the action 2 are to:

- Establish a territorial brand that will respect quality criteria (environment, local products, short circuits...)
- Create specific products
- Increase business and activities development through the new brand
- Impact the employment rate through the new brand

The regional council has adopted budgetary guidelines in 2019 and 2020 referring specifically to the establishment of a territorial brand for La Reunion, according to Economic Development, Innovation and Internationalization Regional Scheme (SRDEII). To further the thinking on this project, several meetings had been organized during 2019, including linking with steering committees of Strategic Direction for Tourism (PRE-COST) and of Regional Plan for the internationalization of companies (PRIE).

STEP 1 :

On 9th December 2019, a workshop had been organized with special speech from Phillipe Lentschener who had been President of the governmental mission "France Brand" from 2013 to 2015.

This Workshop has laid the foundations for a participative and collaborative initiative which integrates La Réunion as a whole, with economic players and network heads, aiming to create an umbrella brand available and adaptable to different sectors.

STEP 2:

In the first semester of 2020, the regional council will commission an Assistance with contracting and project management to implement and monitor the effective deployment of the territorial brand, of which specifications are currently being drafted.

The aim is to work on the brand positioning.

=> Which target does the territory want to attract ?

=> What are the assets compared to the neighbours ? (e.g; Mauritius, Madagascar...)

STEP 3 : STRATEGIC CHOICE

The aim is to decide either Reunion Island is going to use an existing brand (Tourism One) OR creating a new one to cover all the areas (goods, tourism, services...).

STEP 4 : End second semester 2020

Creation and deposit of the name and brand code at the INPI (French accreditation)

3. Players involved

- Reunion Regional Council
- Maison de l'Export TEAM FRANCE EXPORT
- IRT Reunion Island Tourism Board
- ADIR Association for the Industrial Development of Reunion

4. Timeframe

Establish a territorial brand with high added value for the territory					
Activities	Semester				
	5	6	7	8	9
Establish a brand for partner projects	X				
Definition of a schedule for the brand development	X	X			
Construction of a territorial marketing strategy		X	X		
Launch of the experimental brand				X	X

5. Costs

*Valorisation of the full-time equivalents of the teams mobilized on the project.
Financing a strategic positioning study 60,000€.*

6. Funding sources (if relevant)

The costs will be supported by ERDF : Interregional programme Réunion Conseil Régional 2014-2020 CCI number: 2014FR16RFOP007, priority axis "Improve the creation of SMEs and their competitiveness" 3A 3D + Financial engineering.

The mobilization of the European funds 2014-2020 or 2021-2027 will depend on the progress of the reflection on the mark for the preliminary studies and feasibility, then for the setting up and the follow-up of this one.



GROW RUP

Entrepreneurship development and capacity building policies for business creation
and growth in outermost regions

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