ABSTRACT

This paper reports the findings of a research project undertaken for the European Commission on the role of the Third System in Employment and Local Development. The project sought to ‘capitalise’ on the experience of some 60 pilot projects which operated under the Third System and Employment Programme (TSEP).

The research involved: desk research based on a wide range of documents (project fiches and applications, visit reports and progress reports); a questionnaire survey of the projects; and workshops with project managers. It also involved discussion between the researchers and others, in the form of a ‘capitalisation committee’. Methodologically, therefore, it offers a rare opportunity to draw out the lessons from the concrete experiences of third system organisations themselves and articulating these with the researchers’ wider understandings. 8 researchers from 5 different countries prepared reports on a range of themes: 3 sectoral reports on local social services; environment, and culture; 3 thematic reports on support structures, legal and financial tools, and new technology; and a ‘cross cutting’ report on job creation. This paper focuses on the job creation theme.

The paper assesses the contribution of the sector to jobs and local development in terms of direct job generation, improving access to employment, the promotion of employability and social inclusion and its wider contribution to the local development process. It then identifies the main sources of the sector’s value added in the process of local development – information asymmetry, trust and ‘closeness’, flexibility and resource availability. Finally, it examines the key measures required to tackle the barriers to the sector’s further development and enhancing its effectiveness. These include, enhancing its visibility, valuing its contribution and developing support structures and instruments. It concludes by summarising the key messages of the research for policy makers.

The research is firmly located within the framework of the European Employment Strategy and, in particular, its increasing emphasis on the importance of the third sector and the local level to the development of effective employment policy, as well as its connections to the operation of the European Social Fund in the new 2000-6 programming period.
Introduction

This paper seeks to set out the main elements and findings of a research report prepared by the author for the European Commission’s DG Employment and Social Affairs Capitalisation project on ‘The Role of the Third System in Employment and Local Development’. The report, whose focus was on the role of the Third System in local job generation, was one of 7, which together make up the overall 3 volume project report. (Campbell 2000, ). The other reports focus either on particular themes (new technology, legal and financial tools and support structures) or on specific sectors (neighbourhood services, environment, and culture, sport and the media). The overall project sought to, ‘capitalise’ on the experience of the (approximately 80 in 10 different countries) recent innovative actions and pilot projects run under the Third System and Employment Programme (TSEP) and the Article 6 projects on new sources of employment by drawing together the main conclusions that can be reached from them so far. The focus of this paper is firmly on that of the Third System’s role in jobs at the local level.

The paper proceeds as follows:

In section 2 we provide an overview of the theme of employment in the EU. Section 3 sets out the methodology applied in the study and provides the evidence from the case studies on the role of the third system in employment and local development. Section 4, makes some concluding remarks on the strengths of the third system and what needs to be done to enhance its contribution and its potential role in future European employment strategy.

Key Employment Issues in the EU

The Challenge

The European Union has a long-term problem in relation to job generation. Since 1960, employment growth in the EU has been significantly slower than other parts of the OECD. For example, whilst jobs growth in the USA averaged 1.8% p.a. over the period, Australasia 1.7% p.a. and Japan 1.2% p.a., in the EU it averaged around 0.3%. Moreover the vast majority of these jobs in the EU have been created in the public rather than private sectors (OECD 1994).

The employment rate differential between the USA and the EU is 14% points (74% compared to 60%), equivalent to 34 million jobs. (European Commission 1999a). Indeed the employment rate in the EU has fallen by 5% points since 1973. Whilst employment rates for prime age males in the EU are broadly similar to those in the USA, the big gaps are amongst young people, prime age women and older people, most especially men. Moreover the gaps are greatest in 3 ‘sectors’ of employment: distribution, hotels and catering; business services; and communal services.

Partly as a consequence of this limited job generation, unemployment in the European Union stands at nearly 18 million: an unemployment rate of 11% in 1997 (European Commission 1999b). 49% are long term unemployed (more than one year) and indeed 30% have been unemployed for more than 2 years. The youth unemployment rate stands at 21%. Of course the situation is more serious in some countries, regions and localities than others. It is important to note, however, that differences in unemployment are much more significant between localities and regions than they are between individual member states. In most member states the unemployment ratio between high/low unemployment localities (at NTUS 1 level) is at least 3 to 1 and unemployment differentials are widening at the local level. The 25
areas with the lowest unemployment rates are much the same in the late 1990’s as they were in the late 1980s and their unemployment rates remain around 4%, but the unemployment rates in high unemployment areas have increased by, on average, 20% (European Commission 1999c).

The ongoing process of globalisation, the spread of information and communication technologies, changing patterns of consumer demand (inside and outside the EU) and the changing competitive advantage of nations all pose threats, as well as creating opportunities, for job creation in the EU. In particular the emergence of the ‘weightless’ economy (Coyle 1999), where value is effectively ‘dematerialising’, means that people are increasingly purchasing human attributes rather than material products. It’s consequences include the decline of employment in ‘traditional’ industries and localities, large concentrations of unemployment amongst those who previously worked in these industries, occupations and localities, and the growth of jobs in what we might call ‘relational services’. In many ways, it is the means of ‘knitting together’ these emerging needs and services on the one hand, and those seeking jobs on the other, to which the Third System can most effectively contribute. Moreover, the ‘employment intensity’ of growth in the EU means that 2% annual economic growth is required before any net new jobs are created.

**The European Employment Strategy, the new Structural Funds and the Local Level**

It is in this context that the EU has now developed a European Employment Strategy. Employment guidelines were agreed in 1998 and each member state has now drawn up multi annual National Action Plans within the framework of the 4 ‘pillars’ of the strategy - improving employability, developing entrepreneurship, encouraging adaptability and strengthening equal opportunities.

The reformed structural funds, which are operating in the new programming period 2000-2006, are closely linked to the employment strategy framework. In particular, the European Social Fund will operate as its key financial lever through the 5 identified policy fields in the ESF regulations:

- Active labour market policies to combat and prevent unemployment
- Promotion of equal opportunities and labour market inclusion
- Lifelong learning
- Adaptability and entrepreneurship
- Improving the position of women in the labour market

It is in this context that the role of the Third System in jobs and local development needs to be located. What role can the Third System play in the European Employment Strategy, including the operation of the Structural Funds?

The Third System can play a pivotal role in meeting unmet needs, creating these jobs and taking intensive actions in relation to the policy field as we shall see below. Already the Third System is large, perhaps accounting for as much as 6.6% of total employment in the EU (CIRIEC 1999).

The local level too is becoming increasingly important in employment policy (see, for example, OECD (1998 1999), European Commission (1998b) and Campbell, et al (1998)) and this is a ‘site’ of particular resonance for the Third System, given the fields in which it operates and its objectives. The key reasons for the increasing focus on local approaches to employment development include:
• The empirical existence of extensive spatial variations in employment/unemployment problems making it essential to align actions to local needs.

• The need for local ‘intelligence’ in tailoring actions to meet local needs.

• Enhanced focus, targeting and flexibility in approach.

• Greater involvement of local actors, increased ‘ownership’ and legitimacy for actions taken.

• ‘Closeness’ to target groups and understanding their needs.

• Implementation benefits deriving from information exchange, development of trust relations, more effective networking and interaction between agencies/groups.

• Development of partnerships to provide ‘joined up’ solutions to multidimensional problems.
The Role of the Third System: Evidence from the Case Studies

The Potential of the Third System for Jobs and Local Development.

Extensive new needs have developed in society, many of which have arisen from changing patterns of behaviour and lifestyle as well as from the changing role of the State in modern life. However new services to meet these needs, and the jobs that go with them, have not always and everywhere (especially in deprived communities) kept pace with the growing needs because of difficulties in turning needs into effective demand and because of obstacles in developing an appropriate supply side response in the private and/or public sectors to these needs. Thus potential demand and actual supply are rarely in balance.

There is enormous scope to develop goods/services to meet these unmet needs and thus considerable possibilities scope for ‘new sources of jobs’, usually at a local level. Hence the convergence between action on employment, through the new sources of jobs, and local employment initiatives, through the development of local social/neighbourhood services to meet local needs, for example in home help, childcare, information and communication technologies, assistance to young people, housing improvements, security, local shops and many more.

Approach

In this section of the report we seek to draw from the case studies evidence as to the contribution of the Third System to employment and local development – what they seek to achieve; the trends in supply and demand that are stimulating their contribution to job creation; the barriers they face in seeking to do so; the innovations they have established in seeking to overcome these barriers; the networks and partnerships in which they are engaged to help promote their job creation role; the ‘tensions’ they face in their operations and how far they have addressed them; and, finally, to identify the particular ‘strengths’ of the Third System in relation to job creation.

Often, however case study analysis suffers from a number of limitations: They can be based on a single source of information; they can be culturally and geographically specific; they can be used solely to identify good and bad practice on a case basis; and generalisations can be too readily made when in reality the ‘specificity’ of a case makes this difficult. In this report however we use a relatively large number of case studies, drawn from 5 different countries, and seek not to identify specific practices, but to: (a) use the overall results across the case studies, to establish general conclusions (b) use the case studies individually as illustrations of overall results (c) ground them in the wider knowledge and understanding of the Third System and employment outlined earlier in this report and informed by the wider literature and (d) assess their implications for policy and practice.

The case studies drawn upon in this report have been ‘accessed’ through an unusually wide range of sources, which help us to identify and corroborate significant findings. These sources were:
Desk Research documents:

- Project fiches prepared by the Technical Assistance Office.
- Project fiches prepared by the evaluation consultant, ECOTEC.
- Project visit reports and progress and evaluation pro formas, prepared by ECOTEC.
- Project baseline and 1998 annual reports by ECOTEC.
- Project applications prepared by the promoters for TSEP and Article 6 funding.
- Interim project progress reports prepared by the project promoters for DG 5.

Questionnaire survey of the projects
2 workshops with the projects/project promoters

It should be noted that the pilot projects are ‘action research’ projects designed to ‘enable the job creation potential to be demonstrated in practice’. They are not funded, to actually provide services or jobs, but rather to demonstrate the possibilities and potential of the Third System.

Jobs and Local Development

The Third System can contribute to jobs and local development in a range of ways as can be seen from figure 1.

Figure 1
The Contribution of the Third System to Employment and Local Development

Firstly, in terms of direct job creation, their direct production of goods or services establishes or develops enterprises which directly employ people in the same way as private or public enterprises do. For example, Tomillo Sur in Madrid involves creating a new company in the technologies field which will employ 8 young people; Iris Conseils in North Rhine Westphalia seeks to employ up to 65 young people in youth related activities; Vovis in Seville employs 300 adults in relation to security services; Foderwerk’s concierge project in Bremen employs 60 adults; the Roscommon Home Service in Western Ireland employs 60 women; Volkshilfe's
household services have employed around 150 people in Upper Styria; and the Ecocentre homeservice in Denmark aims to employ 20 people.

Moreover, some of the projects have prepared estimates, based on market research, of the direct job creation potential of activities like their own. For example, Leg Standort’s ‘accompanied senior citizen tourism’ project has estimated the potential demand for this type of service as being able to create over 5,000 jobs in one German Land alone. The Ecocentre homeservice project estimates that one homeservice company employing 20 people could potentially be created in each geographical area with a population of 20,000 people. Bag Arbeit’s Eco project considers that a national network of third system organisations which collected, repaired and resold second hand goods could create 20,000 jobs in Germany.

These figures reflect not only the labour intensive nature of jobs created in the third system, because of the nature of the services and goods provided, but also the extensive unmet needs, in the form of existing or potential demand, that there exists for these products and services.

A second way in which the third system contributes to job creation is through indirect job creation. Trade and consumption multipliers stimulate further jobs and growth, most likely in the locality given the nature of the goods, services, supply chains, and employment characteristics. Most local service provision to meet needs is labour intensive and, all else being equal, can tackle the low ‘employment intensity of growth’ problem that exists in many communities when local development takes the form of capital intensive projects, technologically sophisticated manufacturing plants or distribution centres which employ relatively few people. Local services to meet local needs also offers a form of development which tends to reduce ‘leakages’ from the local economy and thus to ‘internalise’ the local economy, hence reducing dependence on events outside the locality and maximising the local impact of the expansion of the third sector. This is because jobs tend to be accessed by local people who spend their wages largely locally and the goods/services can also often be purchased locally. This can be in contrast to the ‘weak’ local effects of some major local developments because of their weak local supply chains and linkage into the global economy. Furthermore because the needs being met and the jobs being created are generally in disadvantaged communities, third system development are likely to operate so as to reduce local variations in service provision, access to goods/services and job opportunities, and thus will build cohesion within geographical areas which currently exhibit high degrees of inter community inequality as, for example, in most large cities and rural areas. As a result the overall effect on employment is likely to be relatively large, in relation in the volume of output, compared to most other forms of development.

Third, the actual services which some third system organisations provide, enhances access to employment for others. Childcare provision will improve the labour market opportunities for parents, especially lone parents, whose hours of work are currently restricted and better local transport widens the geographical frame for those seeking jobs in areas of better employment opportunity. For example, both Volkshilfe and Roscommon’s ‘home services’ provision provides support to families where both partners work or to single parent families or to individuals who are caring for sick or elderly relatives, thereby ‘releasing’ them to access jobs they would not otherwise have been able to do, or to work longer hours in those jobs.

Fourth, several actions provide services to other third system organisations, which enhance their capacity. The establishment and development of networks; the provision of technical assistance, training and consultancy; and the existence of
wider ‘support systems’ will all assist third system organisations to be more effective and thus to provide better services, expand their services and employment. For example, Tomillo Sur run enterprise management workshops and offer information and advice on the third system. They have also identified 12 ‘good practice’ sets of actions they are sharing with others through, inter alia, a website. Iris seek to advise local networks with regard to employment generation options for young people through market research and network development. Bag Arbelit’s Eco project seeks to develop a national network of organisations and to take actions to professionalise their activities, stimulate entrepreneurialism, conduct and disseminate market research. Roscommon’s home service project is seeking to create a ‘model’ of a home service agency which can be replicated elsewhere and thus success replicated.

Furthermore feasibility studies and market research, of the kind undertaken by several of the projects, for example Iris, Tots Units and Leg Standort, can also make an important contribution through the identification of market potential and thus of future service, product and employment growth.

A fifth way in which the third system contributes to job creation is through a focus on employing particular target groups, most notably those currently disadvantaged in the labour market. Indeed it is perhaps the most common feature of these third system projects that they, nearly always, seek to meet unmet needs seek to ‘integrate’ those currently excluded from labour market opportunity. Thus ‘employability’ skills are enhanced and future labour market prospects improved, thereby contributing to social inclusion and cohesion. Many of the organisations are, or have established, ‘integration companies’ whose primary objective is to enhance the employability of a, usually, specific ‘target group’, primarily through work experience, but often associated with other means to enhance their labour market prospects including training and counselling. For example, Foderwerk, the Ecocentre home service and Vovis all focus on long term unemployed adults aged over 40. Iris focuses on young unemployed people whilst Tomillo sur works with young people in a ‘preventative’ fashion, often before they have left school. Tots Units focus on those with special difficulties such as ex offenders and the homeless; whilst Roscommon focuses on rural women currently ‘tied’ to their home and Volkshilfe focuses on the needs of women seeking part-time employment.

The most crucial aspect of their operations is that they almost always operate as ‘normal’ companies. Employees are paid wages; there are contracts of employment; they may be union members (e.g. the Ecocentre homeservice); they produce goods/services which are sold on the market; and work disciplines are as in a private or public company. However, employment is often for a ‘temporary’ period, usually up to one year (usually because of regulations on the duration of certain employment subsidies) and a range of actions other than the actual work experience are undertaken so as to enhance employability further and maximise their chances of subsequent employment outside this ‘intermediate’ labour market e.g. training (with or without qualifications), counselling, confidence building.

However, not all Third System enterprises operate in this way. Both Vovis and Roscommon, for example, operate essentially as ‘co-operatives’ where individuals work for themselves but common services and support is provided through the ‘agency’.

Moreover the Third System, per se, potentially offers a series of advantages over other institutions in terms of their particular contribution to employment and local employment development in particular. These are summarised in figure 2.
Third system organisations usually have an explicit set of multiple objectives. Unlike private organisations whose key objective is to make a profit and whose prime stakeholder is the shareholder or owner(s), third sector organisations may include profitability as an objective but will be concerned to distribute it to all workers in the enterprise. They also may have a stated commitment to meet the needs of their users/customers and to tackle discrimination disadvantage through the provision of goods/services to targeted groups.

Many third system organisations also offer new/alternative forms of working which involve higher levels of participation/involvement in the organisation right up to formal and actual equality in terms of decision making, wages and conditions. This raises the important issue that ‘how’ goods/services are produced (the form of organisation and the nature of work) may be important alongside ‘what’ goods/services are produced in a locality.

Because many third system organisations recruit extensively from the communities of place or interest which they serve, and often seek to identify needs in a consultative/enabling way, they help to build community (of place or interest) confidence, assist in increasing community involvement and generally assist the community in taking more control over their lives by giving them a greater ‘voice’ in local decisions.

Third system organisations also tend to be ‘close’ to the target groups they seek to serve in terms of geographical proximity, understanding of their needs, representation or even accountability. This greater accessibility should lead to goods and services being provided which are more relevant to their needs than would be possible with private organisations, because of their focus on profit, or public organisations, because of their bureaucratic or standardised approach to service delivery. Innovation is often a feature of third sector organisations. Their flexibility combined with their knowledge of local needs, enables them to test new ideas, methods, products and forms of service delivery. In particular, in relation to welfare related services, they may be able to offer a more bespoke/targeted service than traditional public agencies and so help to ‘modernise’ the welfare system.
More generally, it could be argued that the third system offers an approach to local development, which provides potential for a new vision and additional elements compared to traditional approaches. It widens not only the structure of a local economy and labour market by addressing unmet needs and producing new/different goods and services, but it widens the focus of the local development process in 2 important ways. First, it ‘adds value’ ensuring that equity and other ethical considerations enter the local development process. Issues around the objectives of enterprises’ work organisation, the translation of needs into effective demand, tackling barriers to demand creation and availability of supply, and the service and labour market needs of disadvantaged groups and communities, all have the effect of ‘rebalancing’ perspectives on the local development process. Second, it raises the larger question of what a ‘post industrial’ local employment development policy and strategy would, could or should look like. It raises issues of the objectives and priorities of local development, the nature of decision making, the extent of local participation in local development, the nature of a “bottom up” approach and the role of local services in local development. It may even stimulate debate on a ‘needs' versus ‘market' based approach to local employment development.

**Conclusions**

**The Strengths and Added Value of the Third System**

The Third System has an important role to play in the job creation agenda in creating jobs in various ‘new’ fields of employment; in expanding employment in existing fields and in enhancing the employability of many in the labour market. It is also responding to developing demand and supply dynamics of evolving social conditions, connecting well to the changing nature of society and its needs. It has wider benefits too. It builds local social capital – trust, relationships and the interconnectedness of people and social groups; it ‘widens’ the structure of local economies in terms of organisations form and economic structure; It reduces social exclusion; it stimulates a greater sense of local social cohesion and solidarity; it raises income levels, particularly of the most disadvantaged; It can raise community confidence; It increases participation in society, through volunteering and through the ‘indirect' effects of third system provision on the consumers/recipient of their services. It may also help to regulate and diminish the scale of the informal economy and so build greater social protection, for individuals and consumers, in an area.

It’s added value is largely driven by its core characteristic – its multiple objectives, its combination of social and economic purpose which potentially provide it with a substantial and inherent advantage over other forms of social organisation. Its efficiency and effectiveness can be superior to the private and public sectors through 2 main means. First, relatively lower wages, a higher ‘effort’ from employees and the existence of voluntary contributions in terms of labour time and donation can considerably enhance its cost structure and levels and lead to higher labour productivity per individual employed. This alone can stimulate overall demand for the service/product provided by reducing its price and/or can enhance the system’s relative competitive position.

Second, the information asymmetries between provider and consumer can often make transactions opaque in many areas of activity in which the third system operates i.e. in those fields characterised by ‘relational’ services. Consumers find it difficult to assess quality. Producers, if profit oriented, can ‘deceive' consumers and thereby maximise earnings at the expense of quality. Thus effective demand is impeded from developing. However, third system organisations can build trust
between provider and consumer, because of their social purpose and because they are restricted in their profit distribution. They have no incentive to reduce quality or enhance earnings. Moreover, in most cases the customers, or their representatives, may be part of the third system organisation or its management and this directly encourages them to be sensitive/responsive to their consumer needs. Many of the goods and services can be classified as ‘merit goods’ which would be under provided by the private sector under market conditions. In relation to the public sector, they are often ‘closer’ to the actual/potential customers by virtue of their organisational status and role, can rely on additional volunteer effort and, in many cases, a greater ‘effort'/commitment from staff.

In addition, in relation to its ‘social integration role’ it is a part of the core purpose of many third system organisations to engage in this activity, enabling it to develop experience and provide a focus lacking in other organisations who are encouraged to engage in this role through financial incentives whilst remaining committed to their core business and a profitability criterion, driven by their shareholders. The third system in reality essentially internalises many of the externalities in the communities in which they operate – social insertion, training and provision to meet needs.

**What Needs To Be Done?**

However for third system organisations to develop further their role, and in particular their scale, in the labour market agenda, a series of actions need to be taken to enhance their effectiveness.

Our case study projects have identified, and often undertaken, actions to develop and sustain this contribution. The key things that need to be done are to:

- **Bring the Third System ‘out of the shadows’.** Demonstrate to policy and decision makers in the private and public sectors scale and role of the third system in employment and local development.

- **Identify and value the economic and social contribution of the third system.** Through the explicit assessment of its social value, for example in regard to enhancing employability, with corresponding transparent social payments to reflect this contribution.

- **Establish a means by which some ‘needs’ can be effectively translated into ‘effective demand’, as the Volkshilfe and Leg Standort case studies show.** Many third system enterprises are seeking to meet the needs of individuals and communities who have a limited capacity to directly pay for services to meet these needs, at a price which makes the enterprise viable, because of their limited income. This is a question of public policy – which services, and to what value, should be accessible to citizens irrespective of their ‘ability to pay’? Provision at zero cost to the individual, or the use of tax incentives to encourage consumption, consumer subsidies to reduce their effective price, or the use of ‘vouchers’, will all stimulate demand, help turn ‘need’ into ‘demand’, and enhance the prospects for third system enterprises operating in deprived communities and amongst disadvantaged social groups.

- **Further develop the dissemination of good practice through networks, so that success and ‘what works’ can be replicated more readily across different areas and so that a kind of ‘demonstration’ effect occurs.**
- Improve managerial capacity and know how, through training, qualifications and other capacity building measures to ensure the provision of quality services and jobs.

- Encourage the member states and their regional/local authorities to develop a 'contract' with the third system setting out (a) those services to disadvantaged groups which will be provided at less than market price, the means by which this will be done, and the role of the third system in bridging this 'need'/demand' gap (b) the contractual relations with the third system

- Enhance its sustainability through new legal and financial tools and improved advice and support structures.

**The Role of the Third System in the European Employment Strategy and in Local Development**

The Employment Guidelines to be incorporated into the National Action Plans now commit all member states to:

‘Promote measures to exploit fully the possibilities offered by job creation at the local level, in the social economy, in the area of environmental technologies and in new activities linked to needs not yet satisfied by the market and examine, with the aim of reducing, any obstacles in the way of such measures’ (Guideline 12).

This is an important role of the Third System (i.e. new jobs at the local level) which should be promoted and this report has sought to illustrate the ways in which it can contribute through actions under this guideline, to the member states National Action Plans and to the effective operation of the Structural Funds, in particular through the European Social Fund’s objectives 1, 2 and 3 programmes.

However we have also seen that the contribution of the third system can be of even greater significance and can therefore contribute to the effective operationalisation of several of the other guidelines, most notably:

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<th>GL</th>
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<td>GL1 and 2:</td>
<td>Tackling youth unemployment and preventing long term unemployment.</td>
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<td>GL3 and 4:</td>
<td>Developing to active labour market measures to improve employability/incentives to take up employment experience and opportunities.</td>
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<td>GL5:</td>
<td>Agreements between the social partners to increase the possibilities for training, work experience and other measures which promote employability.</td>
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<td>GL9:</td>
<td>Integration of groups experiencing difficulties in accessing the labour market.</td>
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<td>GL13:</td>
<td>Developing the employment potential of the services sector.</td>
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<td>GL22:</td>
<td>Reintegration into the labour market after absence from the workforce.</td>
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The connexion between actions under guideline 12 and under the other guidelines can most readily be seen at the local level where the Third System can make a particularly important contribution to the employment agenda in each of the 5 policy fields identified in the ESF regulations and in the Community Support Frameworks and Single Programming Documents for the Objective 1, 2 and (horizontal) objective 3 programmes.

In conclusion, we should note that the important role that the Third Sector can play in the field of employment and local development has now been recognised in the European Commission in its important new communication 'Acting Locally for Employment' (European Commission 2000). The Third Sector looks as if it may well play an increasingly valuable role in European employment strategy in the coming years.
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