Telos

Brabants Centrum voor Duurzaamheidvraagstukken

THE GROW PROGRAMME IN PERSPECTIVE OF THE TELOS 3P-MODEL

Evaluation of the programmes and projects

John Dagevos
Ruben Smeets

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North East South West
INTERREG IIIC

Grow

PROJECT PART-FINANCED
BY THE EUROPEAN UNION

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Telos is een samenwerkingsverband van de Provincie Noord-Brabant,
Universiteit van Tilburg, Technische Universiteit Eindhoven en
PON – Instituut voor advies, onderzoek en ontwikkeling in Noord-Brabant

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Chapter 1 Introduction, problem definition and research approach

1.1 Introduction

GROW is an InterregIIIC project co-financed by the European Community. The INTERREG IIIC programme is one of the three strands of the European Community Initiative INTERREG III. INTERREG III is designed to strengthen economic and social cohesion in the European Union (EU) by promoting cross-border (strand A), transnational (strand B) and interregional (strand C) cooperation.

The objective of the Interreg IIIC is to encourage cooperation between European regions to improve the effectiveness of policies and instruments for regional development and cohesion. The programme is an opportunity to share best practice and develop innovation with regions in the EU and candidate countries.

A regional framework operation (RFO) is aimed at exchanging experience on methodology and project-based activities between a group of regions. The goal is to produce a clear strategic approach to interregional cooperation for the participants that will allow them to develop a process of exchange and learning and which can grow over the long-term.

The overall objective of the GROW programme is to establish a framework of cooperation, encouraging multinational projects to overcome some of these challenges and ***to balance social, environmental and economic constraints to achieve sustainable growth.*** The partner regions will work toward a joint implementation of the Lisbon and Gothenburg agendas.

There are three main pillars to the programme**: Green Growth, Business Growth** and **Inclusive Growth**

Relatively Growth have to deal of the

High regions with some negative

consequences of success such as transport congestion, pressure on land and resources, skills shortages and, often, an uneven rate of development.

The objective of this project is to establish a joint programme between 5 high growth regions in Europe, each having at least some of these challenges in common and all sharing the same vision – **not "growth at any cost" but the realisation of "Smart Growth".**

1.2 Evaluation

The evaluation of GROW takes place at three levels:

1) Evaluation of the management and results of GROW.
2) Evaluation of the subprojects scored according to the 3P-model.
3) Research into regional strategies with regard to new priorities.

Telos has evaluated the subprojects belonging to each of the three pillars on their contribution to sustainable development (their score according to the 3P model).

Goal of the evaluation of the subprojects scored according to the 3P model
To provide an insight into the scores of the individual subprojects according to the 3P model (their individual contribution to sustainable development) and finalise this into a report which can be used for disseminating the GROW results.

1.3 Research approach

GROW has more or less adopted the Telos triangle and the underlying methodological concepts with regard to sustainable development as the bottom-line for the GROW programme. In order to be able to comment on the contribution made to sustainability by each of the subprojects, and of the GROW programme as a whole, it is necessary to get an idea of how each of the subprojects 'scores' according to the 3P model. Telos, with the help of the Grow secretariat, has developed a simple questionnaire which makes it possible to score the subprojects according to the 3P model and aggregate the individual results to the level of the three subprogrammes (Business Growth, Inclusive Growth and Green Growth) and to the level of the Grow programme as a whole.
In the Telos approach to sustainability, it is long-term requirements that play the central role. For each of the P's, (the corners of the Telos triangle), a number of specific long-term requirements are defined. (See Annexe I for a brief description of the Telos method.) To make this system of requirements more applicable to this research and recognisable for the project leaders who had to fill in the questionnaire, we redefined the requirements in terms of sustainability issues/problems.
The project leaders of each of the subprojects (together with the regional correspondents) were asked to indicate whether these issues/problems are relevant to their projects and play a role in the formulation of the project objectives. Furthermore they were asked whether their project is expected to have an impact (either directly or indirectly) on these issues in a positive or negative way. The questionnaire can be found in annexe III.

The questionnaire was sent out by the Grow secretariat, accompanied by a covering letter from the Grow programme manager Kathy Vuillaume. (See annexe II for the covering letter.) The Grow secretariat was responsible for collecting the questionnaires and sending reminders.
Their efforts were not without success. Quite the contrary. The response was 100%: sixteen projects are participating in the Grow programme, sixteen questionnaires were sent out and sixteen projects filled in the questionnaire and sent it back.

1.4 Contents of this report

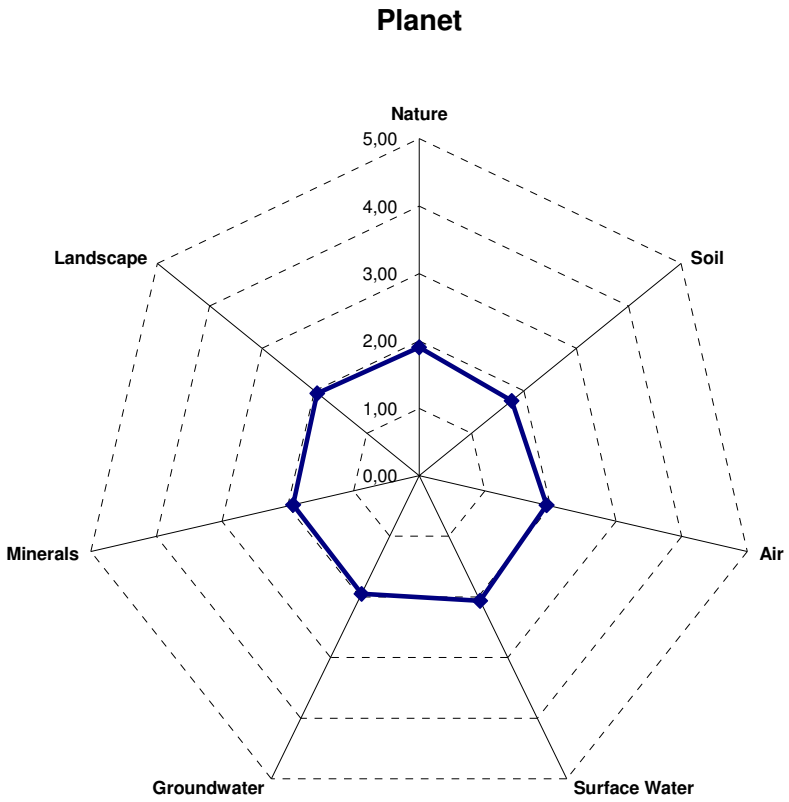
In chapter 2 the results of the research at the level of the Grow programme as a whole are presented, followed in chapter 3 by the results for the three subprogrammes (Business Growth, Inclusive Growth and Green Growth). Chapter 4 contains some final conclusions and recommendations.
The results of the individual projects can be found in annexe IV.

Chapter 2 Sustainability at the level of the Grow programme as a whole

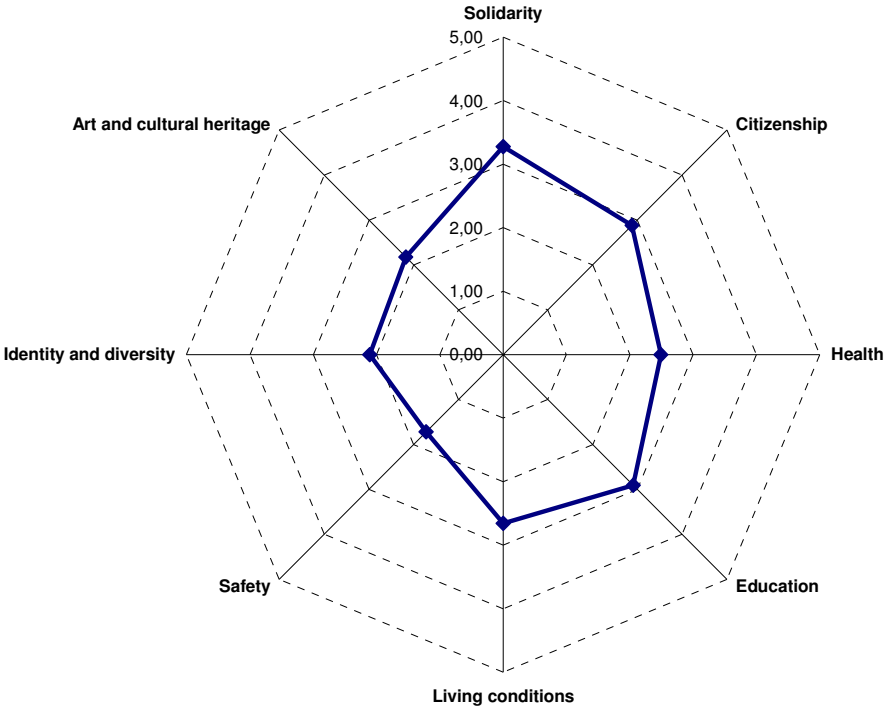
2.1 Relevance of the sustainability issues

In the questionnaire we have identified a number of sustainability issues. These issues are related to the stocks and are more or less a redefinition of the long-term requirements of the Telos 3P model. All the projects were asked to indicate whether these issues played a role in formulating the project objectives. Relevance could be indicated on a 5-point scale: 1:= no relevance at all; 2:= hardly any relevance; 3:= some relevance; 4:= relevant; 5:= very relevant. For each stock we then calculated the average score and visualized. In the following figures we present the results for each of the 3 P's.

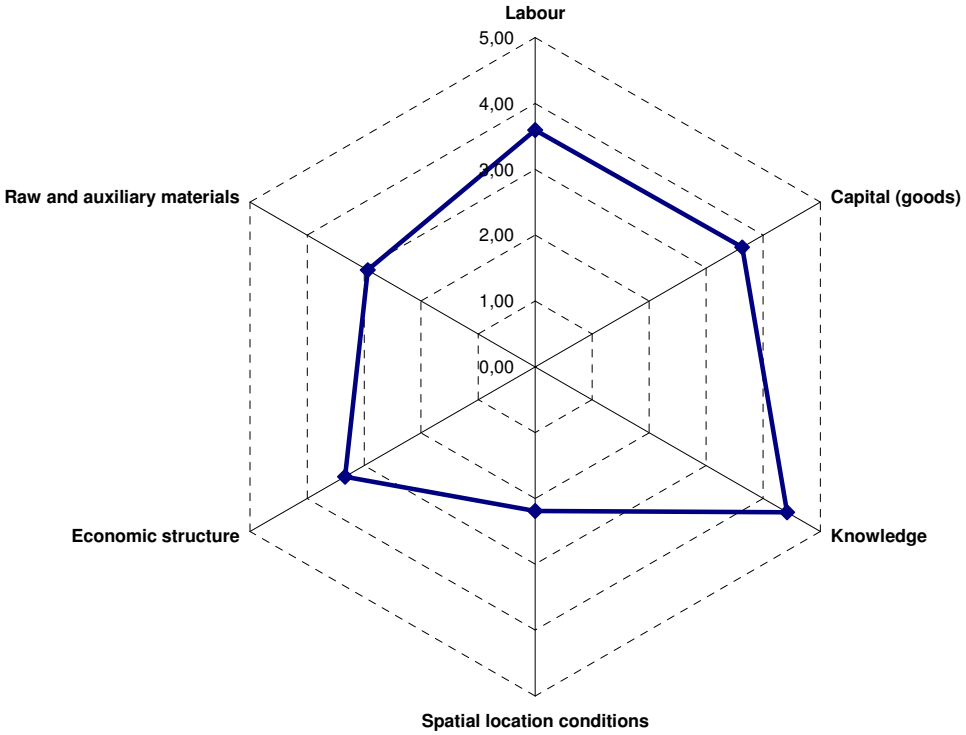
Figure 2.1 The relevance of the sustainability issues for each of the 3 P's



People



Profit



In the first place, the figures above show that the profit issues are the most relevant. Knowledge in particular was considered an important issue in almost every project. But capital goods, labour and the economic structure were also felt to be important issues. Within the Profit pillar, spatial conditions are considered the least relevant issue. When we compare the People side of sustainability with the Profit side we see that the people issues are considered less relevant to the projects in the Grow programme. Solidarity is the most relevant issue; education and citizenship, both with average scores of 2,9, are in second place. Within the people pillar, safety is the least relevant issue.
Looking at the average scores as shown in the first figure, it must be concluded that all the Planet issues are considered as having least relevance. None has an average score higher than 2.0 (=hardly any relevance).

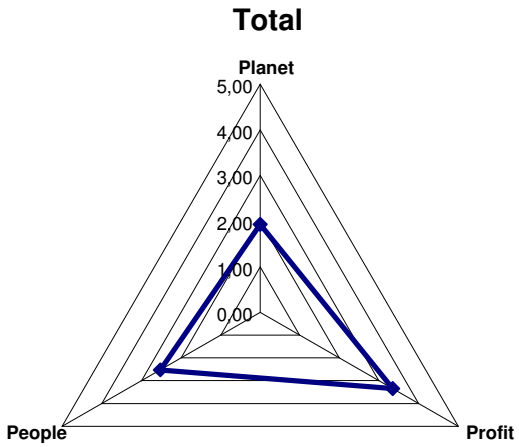
Based on the average scores for relevance, the table below shows the top six most relevant issues.

Table 2.1 The top six sustainability issues most relevant to the Grow programme

Rank	Stock	Issue
1	Knowledge	The innovative and creative capability of companies and organisations needs to be strengthened. The knowledge institutions need to play a more active and supportive role in this.
2	Capital Goods	Companies do not make sufficient profit and investment.
3	Labour	Unbalanced labour market participation (unemployment and/or lack of participation from disadvantaged groups). There are skills gaps in the workforce
4	Economic structure	The economic structure lacks a diverse mix of driving industries and service industries. They are not sufficiently regenerated by the arrival of new enterprises (starter companies and enterprises newly locating to the area)
5	Solidarity	There is a need for greater social cohesion. There is poverty or exclusion
6	Auxiliary and raw materials	Investment by businesses needs to be aimed at preventing emissions of harmful substances and at reducing the use of non-renewable raw and auxiliary materials.
6	Education	Education does not adequately meet the needs of society. The quality and accessibility of education needs to be improved

The difference in relevance of each of the 3 P's to the Grow programme can also be seen in the next figure. In this figure the individual scores for each stock have been aggregated to the level of the pillar. In order to construct this figure we calculated an average score for each P. This average score is based on the average scores of each stock per pillar. The figure is in the shape of a triangle (the Telos triangle).
It shows that within the Grow programme at an aggregated level the Profit pillar is far more relevant than the People pillar which in turn is more relevant than the Planet pillar. The latter is considered hardly relevant or was relevant only during the formulation of the project objectives.

Figure 2.2 The Telos triangle for the Grow programme from the perspective of relevance to the 3 P's



2.2 The expected effects of the Grow programme

The partners in the Grow programme want to achieve sustainable growth with the help of the sixteen subprojects. An ex post evaluation would be expected to provide information regarding the extent to which the objectives of each of the projects have been fulfilled, what direct and indirect effects have been realized and what the contribution of each of the projects is to the achievement of sustainable growth. However, given the fact that most projects have only recently started, it is not useful to look for effects that have already been realized since many effects will only occur after a certain period of time Therefore in the research we asked all the projects to give an indication of the expected impact, direct and indirect, on the sustainability issues.
The following tables give an impression of the expected direct and indirect effects. The figures in the table relate to the total number of projects which indicated that a certain effect will occur.

Table 2.2a The expected direct effects on the stocks per pillar

	Direct effects				
Planet	strongly negative	negative	neutral	positive	strongly positive
Nature	1	0	11	2	2
Soil	1	1	11	3	
Air	1	0	11	3	1
Surface Water	1	0	11	2	2
Groundwater	1	1	10	4	0
Minerals	1	0	12	2	1
Landscape	1	0	10	3	2
People					
Solidarity	0	0	4	7	5
Citizenship	0	0	5	11	1
Health	1	0	8	6	1
Education	0	0	5	6	5
Living conditions	1	0	5	8	2
Safety	1	0	10	5	0
Identity and diversity	0	0	11	4	1

Art and cultural heritage	1	0	11	3	1
Profit					
Labour	0	0	4	8	4
Capital (goods)	1	0	2	6	7
Knowledge	0	0	1	5	10
Spatial location conditions	1	0	9	5	1
Economic structure	0	0	6	6	4
Raw and auxiliary materials	1	0	8	4	3

Table 2.2b The expected indirect effects on the stocks per pillar

	Indirect effects				
Planet	**strongly negative**	**negative**	**neutral**	**positive**	**strongly positive**
Nature	1	0	7	6	2
Soil	1	0	11	3	1
Air	1	0	10	1	4
Surface Water	1	0	9	3	3
Groundwater	1	0	10	3	2
Minerals	1	0	8	5	2
Landscape	1	0	7	7	1
People					
Solidarity	0	0	4	7	5
Citizenship	0	0	6	7	3
Health	1	0	8	7	1
Education	0	0	3	8	5
Living conditions	0	0	7	7	2
Safety	0	0	10	5	1
Identity and diversity	0	0	11	3	2
Art and cultural heritage	1	0	8	6	1
Profit					
Labour	0	0	2	8	6
Capital (goods)	1	0	3	4	8
Knowledge	0	0	1	4	11
Spatial location conditions	1	0	8	6	1
Economic structure	0	0	4	8	4
Raw and auxiliary materials	1	0	5	6	4

Some conclusions can be drawn from these tables:

1. The projects do not think that their activities will have negative effects on the sustainability issues. Almost all expected effects, direct and indirect, are at least neutral or, even better, positive. From the point of view of sustainable development this is positive.
2. More indirect effects than direct ones are expected. The difference can most clearly be seen in the Planet pillar.
3. The Planet pillar and the sustainability issues related to this pillar are less influenced by the projects than the People pillar and certainly the Profit pillar. In so far as the Planet pillar is influenced by the activities of the different projects it is in a more indirect way.
4. The knowledge stock is the one most strongly influenced, directly and indirectly, by the activities in the projects.

At the level of the stocks and the issues related to them we can draw up the following top 6 of stocks and issues which are expected to have most influence on the activities of the Grow programme and the subprojects.

Table 2.3 The top six direct and indirect effects considered to be the most important in the Grow programme

Rank	Stock	Issue
1	Knowledge	The innovative and creative capability of companies and organisations needs to be strengthened. The knowledge institutions need to play a more active and supportive role in this.
2	Labour	Unbalanced labour market participation (unemployment and/or lack of participation from disadvantaged groups). There are skills gaps in the workforce
3	Capital Goods	Companies do not make sufficient profit and investment.
4	Economic structure	The economic structure lacks a diverse mix of driving industries and service industries. They are not sufficiently regenerated by the arrival of new enterprises (starter companies and enterprises newly locating to the area)
4	Auxiliary and raw materials	Investment by businesses needs to be aimed at preventing emissions of harmful substances and at reducing the use of non-renewable raw and auxiliary materials.
4	Education	Education does not adequately meet the needs of society. The quality and accessibility of education needs to be improved

The picture that emerges from the table above is no longer surprising. The most important direct and indirect effects relate to stocks that belong to the Profit pillar. In the top six, ‘education’ is the only stock that is not part of the Profit pillar. The stock that is most strongly influenced in a positive way is the knowledge stock.

Chapter 3 Sustainability at the level of the 3 Grow subprogrammes: Business Growth, Inclusive Growth and Green Growth

3.1 Business Growth

3.1.1 Overview of the projects within the Business Growth programme

Within the Business Growth subprogramme 5 projects are formulated. In the following table these projects are briefly presented.

Table 3.1.1 The projects within the Business Growth subprogramme

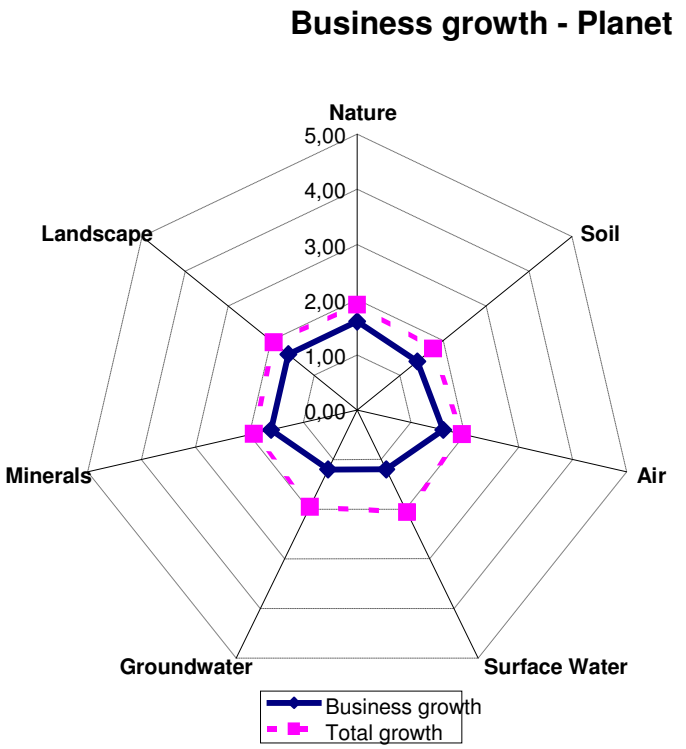
Name project	Project leader	Partners	Objectives
Bridging Business and Science (BBaS)	University of Surrey, UniSdirect	Jagiellonian University, Poland University Foundation for the Development of the Province of Cordoba, Spain TU/e Innovation Lab BV, Incubator of Eindhoven University of Technology ASTER – observer status	The project focuses on knowledge transfer and is aimed at bringing together 3 different professional cultures: academia, industrial and knowledge transfer professionals working across 3 countries. The knowledge transfer activities will focus on 4 key sectors: biotechnology/health, ICT, new materials and technologies, environmental solutions.
Enterprise Exchange Academy	Business Link Solutions, UK	FSLD Malapolska Institute of Local Government and Administration, Poland Oxford Brookes University School of Enterprise, UK University of Portsmouth, Centre for Enterprise, UK Milton Keynes, Oxfordshire and Buckinghamshire Education Business Link Organisation, UK	The aim of this project is to develop young people to enable them to contribute more successfully to economic growth and prosperity, whether as citizens, employees, self-employed or entrepreneurs. The partners will design and develop a programme between the UK and Poland which will offer a service which acts as a catalyst between schools, colleges and SMEs.
Grow Enterprise	South East England Development Agency (Steve Davis – Southampton Enterprise Hub)	Official Chamber of Commerce, Industry and Shipping of Seville, Spain Fundacja Inkubator Technologiczny BPCC, Poland NV Brabantse Onwikkelings Maatschappij, Netherlands	Two main objectives: To improve the experience and performance of those involved in helping businesses to start-up and grow (Incubation director etc). To provide opportunities for companies in partner regions to improve their

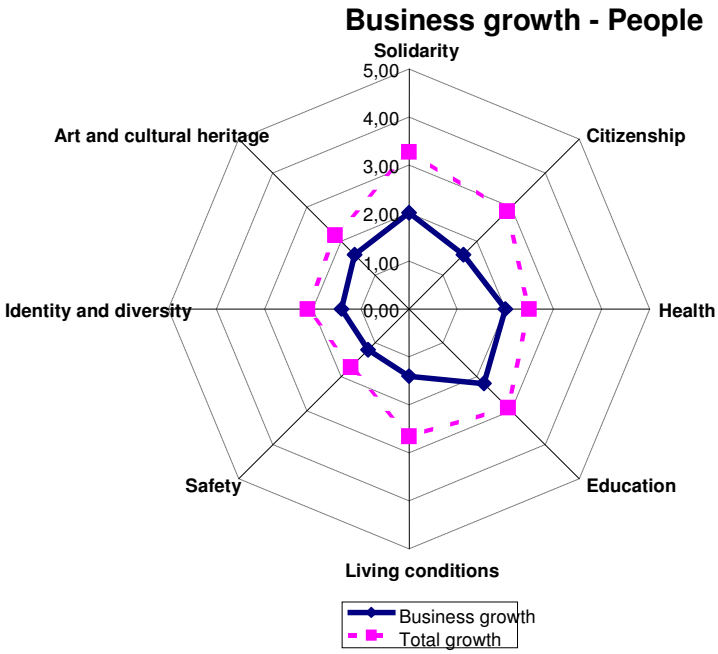
			knowledge and provide contacts and new business opportunities.
Grow Health	SEHTA	Regione Emilia Romagna, Italy Aster SCPA, Italy SEEDA, UK	This project will develop a collaborative international network of health technology clusters contributing to the development of the knowledge based economy.
Growing Trade and Innovation	UKTI, Division of Business Link Wessex, UK	Business Links of South East England SE Chambers of Commerce, UK Set Squared, UK University of Southampton, UK Oxford Brookes University, UK Portsmouth University, UK Innovation Relay Centre, UK European Information Centre, UK South Area EIC, UK Enterprise and Innovation Hubs of SEE Thames Valley Economic Partnership, UK CTT PK, Cracow University of Technology, Poland Brabant Regional Development Agency EUnite – observers	The project builds on existing initiatives such as Passport to Export in the UK. Feedback on contracts signed will be produced at 6 months, 12 months and 24 months after each event. On average each event will generate 4.5 million euros of new trade. The sector is high tech with a strong emphasis on environmental technologies.

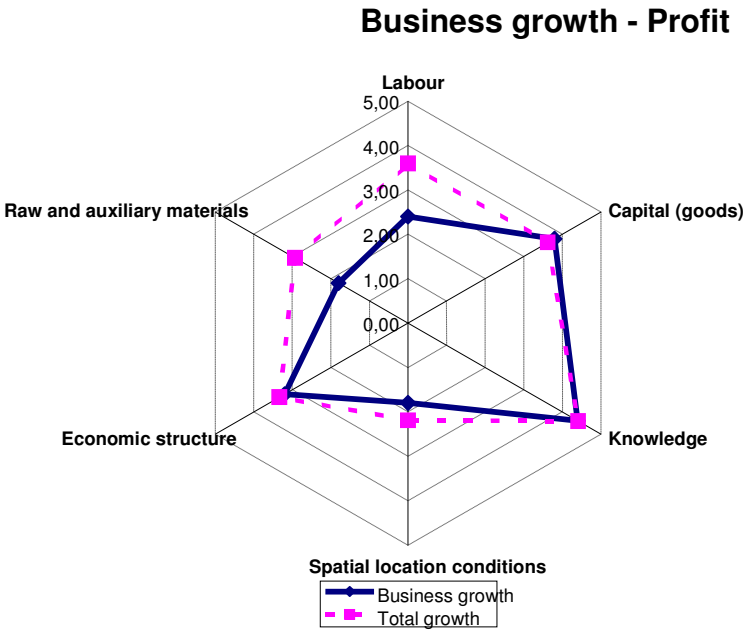
3.1.2 The relevance of the sustainability issues to the Business Growth program

The following figures give an impression of the relevance of the different sustainability issues to the Business Growth programme. For the purposes of comparison, it is not only the results of the Business Growth programme that are presented, but also those of the total Grow programme.

Figure 3.1.1 The relevance of the sustainability issues for the Business Growth programme

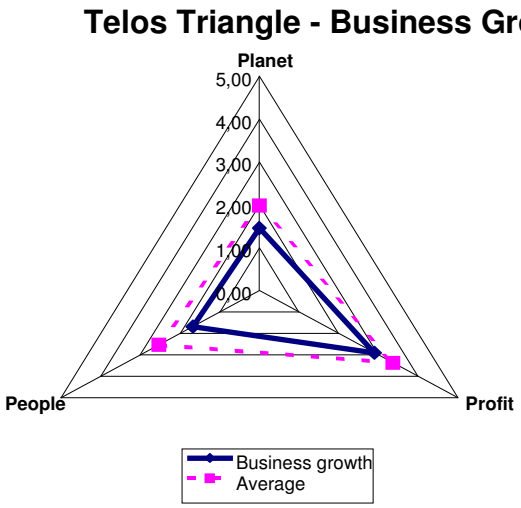






A closer look at the graphs shows us that within the Business Growth programme the focus, not surprisingly, is on the profit issues, especially on knowledge, capital goods and economic structure. The planet issues, without any exception, are considered of hardly any relevance. The same is the case with the people pillar.
Compared to the total Grow programme it may be concluded that the Business Growth programme is more strongly focused on one pillar of the Telos triangle, i.e. the Profit pillar, and within the profit pillar on three issues: knowledge, capital goods and economic structure. The overall picture can be seen in the figure below which shows the Telos triangle for the Business Growth programme.

Figure 3.1.2 The Telos triangle for the Business Growth programme from the perspective of relevance to the 3 P's



Top 3 issues most important for the Business Growth projects
We asked the project leaders to compile a top 3 of the sustainability issues they considered to be most important for their project. The results are presented in the table below. The table confirms the observation we have already made that within the Business Growth programme

knowledge, capital goods and economic structure and the sustainability issues which are related to these stocks are considered to be the most relevant.

Table 3.1.2 The top three sustainability issues most relevant to the Business Growth programme

Rank	Stock	Issue
1	Knowledge	The innovative and creative capability of companies and organisations needs to be strengthened. The knowledge institutions need to play a more active and supportive role in this.
2	Capital Goods	Companies do not make sufficient profit and investment.
3	Economic structure	The economic structure lacks a diverse mix of driving industries and service industries. They are not sufficiently regenerated by the arrival of new enterprises (starter companies and enterprises newly locating to the area)

3.1.3 The expected effects of the Business Growth programme

In the following two tables we describe the expected direct and indirect effects of the Business Growth programme on the sustainability issues. Given the fact that we only have 5 cases it is difficult to draw firm conclusions but some can still be reached. It is clear that the project leaders of the Business Growth programme expect that most effects, direct and indirect, will occur within the Profit pillar. In particular, the knowledge and capital goods stocks will benefit positively from the activities of the Business Growth programme. It is also clear that in the opinion of the project leaders the Planet pillar will hardly benefit at all. Within the People pillar the solidarity and citizenship stocks will be influenced the most.

Table 3.1.3a The expected direct effects of the Business Growth programme on the stocks per pillar

	Direct effects				
Planet	**strongly negative**	**negative**	**neutral**	**positive**	**strongly positive**
Nature	1	0	4	0	0
Soil	1	0	4	0	0
Air	1	0	3	1	0
Surface Water	1	0	4	0	0
Groundwater	1	0	4	0	0
Minerals	1	0	4	0	0
Landscape	1	0	3	1	0
People					
Solidarity	0	0	3	2	0
Citizenship	0	0	3	2	0
Health	1	0	3	2	0
Education	0	0	2	2	1
Living conditions	1	0	3	1	0
Safety	1	0	3	1	0
Identity and diversity	0	0	4	1	0
Art and cultural heritage	1	0	4	0	0
Profit					
Labour	0	0	3	2	0
Capital (goods)	1	0	0	0	4
Knowledge	0	0	0	1	4

Spatial location conditions	1	0	3	1	0
Economic structure	0	0	2	1	2
Raw and auxiliary materials	1	0	2	2	0

Table 3.1.3b The expected indirect effects of the Business Growth programme on the stocks per pillar

	Indirect effects				
Planet	**strongly negative**	**negative**	**neutral**	**positive**	**strongly positive**
Nature	1	0	3	1	0
Soil	1	0	4	0	0
Air	1	0	3	0	1
Surface Water	1	0	4	0	0
Groundwater	1	0	4	0	0
Minerals	1	0	3	0	1
Landscape	1	0	3	1	0
People					
Solidarity	0	0	0	3	0
Citizenship	0	0	3	2	0
Health	1	0	3	1	1
Education	0	0	2	2	1
Living conditions	1	0	3	1	0
Safety	1	0	3	1	0
Identity and diversity	0	0	4	1	0
Art and cultural heritage	1	0	2	2	0
Profit					
Labour	0	0	1	4	0
Capital (goods)	1	0	0	0	4
Knowledge	0	0	0	1	4
Spatial location conditions	1	0	2	2	0
Economic structure	0	0	1	2	2
Raw and auxiliary materials	1	0	1	3	0

3.2 The Inclusive Growth programme

3.2.1 Overview of the projects within the Inclusive Growth programme

The table below shows the 5 projects which make up the Inclusive Growth programme.

Table 3.2.1 The projects within the Inclusive Growth programme

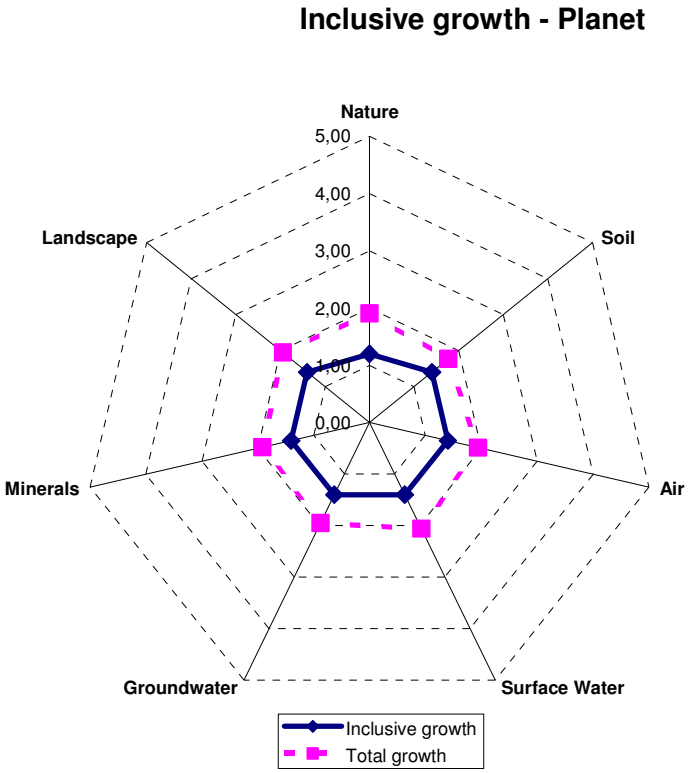
Name project	Project leader	Partners	Objectives
Championing Neighbourhoods	Vincent Jasper, Development Officer Hope in the Community. (LEAD)	Polish Academy of Sciences, Poland Valdocco Foundation, Spain United Reform Church, UK	This project aims to establish an international network of community champions with common and contrasting issues across the UK, Poland and Spain. The project will map current training needs and establish training

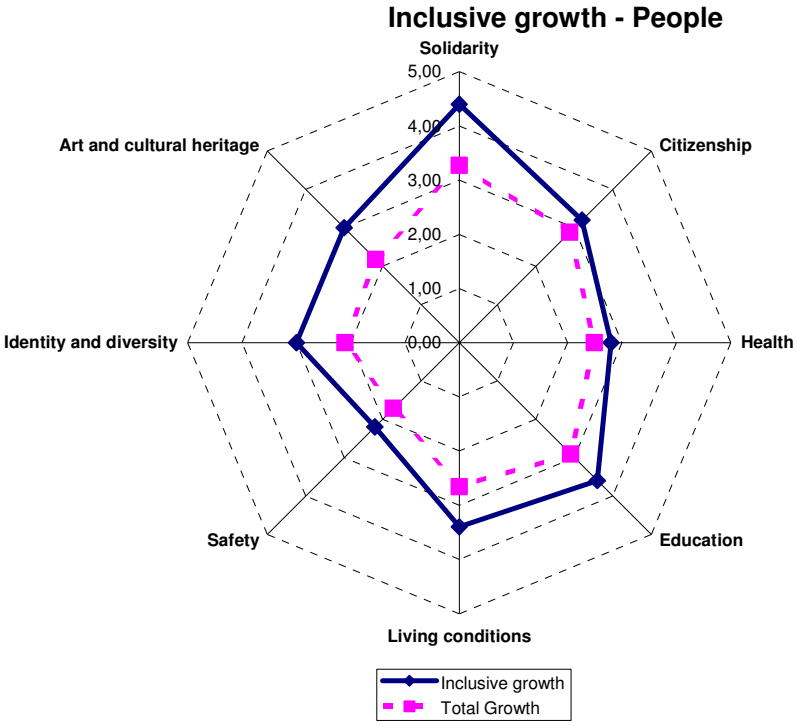
			pathways taking into consideration any potential common approaches which can be used.
ECOSOCIAL	PROVINCIA DI PIACENZA	Confederacion de Entidades para la Economia, Spain	The main objective of this project is the cohesive, inclusive and sustainable development of deprived areas through the entrepreneurial development of the social economy enterprises.
Funding Enterprising Women FEW!	Finance South East	Fundacion Mujeres, Spain Business Link Solutions, Faringdon, UK Instituto Andaluz de la Mujeres, Spain Fundacja Kobieca, Poland PON, institutefor advice Research and Development in Noord-Brabant, Netherlands	The aim of this project is to bring down the barriers women face in accessing finance to start or grow their business.
LEARNING REPRESENTATIVES IN BRABANT AND ANDALUCIA. LEARNING REPS.	Manolo Abril. Project Manager, Fundacion Esculapio	Province of Noord-Brabant, Netherlands Konig Willem 1 College, Netherlands	This project aims to upskill low skilled workers in both Holland and Spain.
"SOCIAL ON BUSINESS"	Fundación Red Andalucía Emprende	MARR S A, Poland Enham, UK FORMART, Italy	The project has three main goals: Analysis of the social, territorial and labour environment, looking at determining the factors leading to social exclusion, encouraging benchmarking and exchange of best practice between partner regions Development of a training and awareness programme for advisers and key stakeholders working with people at risk of social exclusion encouraging in particular the taking up of entrepreneurial activities To make recommendations and a good practice manual influencing Public Social Policies.

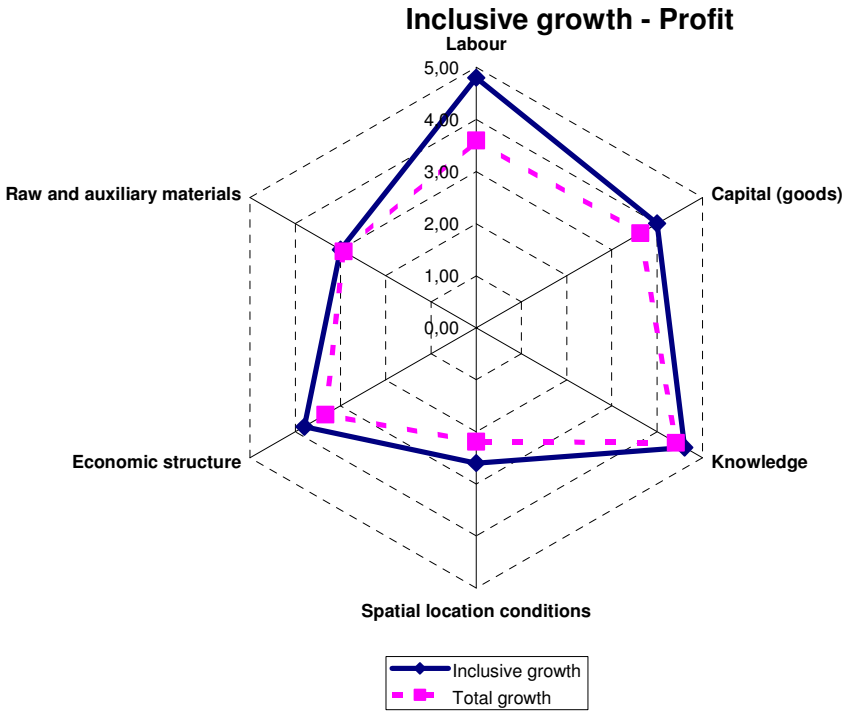
3.2.2 The relevance of the sustainability issues to the Inclusive Growth programme

As the graphs below show, the Inclusive Growth programme focuses not only on the people issues (as might be expected), but also on the profit issues. The planet issues do not play a role at all. Within the people pillar the primary focus is on solidarity followed by education and living conditions. The only issue within the people pillar that is not relevant is 'safety'. The Profit pillar is also important to the Inclusive Growth programme. There is a strong focus on labour, knowledge, capital goods and economic structure.

Figure 3.2.1 The relevance of the sustainability issues to the Inclusive Growth program

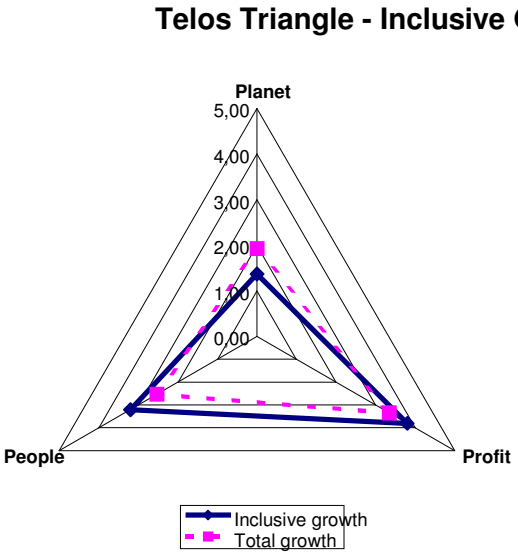






The 'bi-pillar' character of the Inclusive Growth programme can also be seen in the Telos triangle for this programme. This clearly shows average scores for the people and profit pillars which are above the averages of the Grow programme as a whole.

Figure 3.2.2 The Telos triangle for the Inclusive Growth programme from the perspective of relevance to the 3 P's



Top 3 issues most important for the Inclusive Growth projects

We also asked the project leaders of the 5 Inclusive Growth programmes to compile a top 3 of the sustainability issues they considered to be most important for their project. The results are presented in the next table. Labour and solidarity in particular are considered to be the issues that are most relevant to the Inclusive Growth Programme.

Table 3.2.2 The top three sustainability issues most relevant to the Inclusive Growth programme

Rank	Stock	Issue
1	Labour	Unbalanced labour market participation (unemployment and/or lack of participation from disadvantaged groups). There are skills gaps in the workforce
2	Solidarity	There is a need for greater social cohesion. There is poverty or exclusion
3	Knowledge	The innovative and creative capability of companies and organisations needs to be strengthened. The knowledge institutions need to play a more active and supportive role in this.

3.2.3 The expected effects of the Inclusive Growth programme

The bi-pillar character of the Inclusive Growth programme, focusing on the People and Profit pillars, is also confirmed in the next tables in which we show the expected direct and indirect effects of the projects within the Inclusive Growth programme. The tables make it clear that hardly any effects are expected to occur within the Planet pillar. The labour, solidarity and knowledge stocks in particular are expected to benefit significantly and positively from the activities of the Inclusive Growth programme. This is consistent with the conclusion drawn previously on the basis of the top 3 most relevant issues.

Table 3.2.3a The expected direct effects of the Inclusive Growth programme on the stocks per pillar

Planet	Direct effects				
	strongly negative	negative	neutral	positive	strongly positive
Nature	0	0	5	0	0
Soil	0	1	3	1	0
Air	0	0	4	1	0
Surface Water	0	0	4	1	0
Groundwater	0	1	3	1	0
Minerals	0	0	4	1	0
Landscape	0	0	4	1	0
People					
Solidarity	0	0	1	1	3
Citizenship	0	0	1	4	0
Health	1	0	2	3	0
Education	0	0	0	4	1
Living conditions	0	0	1	2	2
Safety	0	0	3	2	0
Identity and diversity	0	0	2	3	0
Art and cultural heritage	0	0	2	2	1
Profit					
Labour	0	0	0	2	3
Capital (goods)	1	0	1	3	1
Knowledge	0	0	0	2	3
Spatial location conditions	0	0	1	4	0
Economic structure	0	0	1	2	2
Raw and auxiliary materials	0	0	2	2	1

Table 3.2.3b The expected indirect effects of the Inclusive Growth programme on the stocks per pillar

Planet	Indirect effects				
	strongly negative	negative	neutral	positive	strongly positive
Nature	0	0	4	1	0
Soil	0	0	4	0	1
Air	0	0	4	0	1
Surface Water	0	0	4	0	1
Groundwater	0	0	4	0	1
Minerals	0	0	4	1	0
Landscape	0	0	3	2	0
People					
Solidarity	0	0	0	1	4
Citizenship	0	0	1	2	2
Health	1	0	3	2	0
Education	0	0	0	4	1
Living conditions	0	0	1	2	2
Safety	0	0	2	3	0
Identity and diversity	0	0	2	2	1
Art and cultural heritage	0	0	2	2	1

Profit					
Labour	0	0	0	1	4
Capital (goods)	1	0	1	3	1
Knowledge	0	0	0	1	4
Spatial location conditions	0	0	2	3	0
Economic structure	0	0	1	2	2
Raw and auxiliary materials	0	0	2	1	2

3.3 The Green Growth programme

3.3.1 Overview of the projects within the Green Growth programme

Six projects are being carried out within the Green Growth programme. Table 3.3.1 provides a short description of each of these projects.

Table 3.3.1 The projects within the Green Growth subprogramme

Name project	Project leader	Partners	Objectives
Building for the Future	Owen Barfield, Project Manager, AOSEC	Fundacion Laboral de la Construccion, Andalucia Spain Environment Agency, UK SEEDA, UK Learning and Skills Council, UK	The project will focus on incorporating sustainable construction principles into the vocational curriculum in the UK and Spain. The target group is: Further Education establishments, architectural and engineering colleges, construction companies, trade unions, professional bodies and institutions.
FLORISPRE	EGMASA, Spain	Environment Agency, UK Municipality of Piacenza, Italy	This is an innovative project with a community based approach to educate citizens on flood risks, prevention and management using multimedia to raise awareness.
Pilot Project for Sustainable Construction	South East Centre for the Built Environment, SECBE, UK	Diputacion Provincial de Huelva	The project will develop a network of of professionals of sustainable construction which will focus on 6 key areas: Develop the SEE Construction Waste knowledge Transfer this knowledge to Spain Develop SW Spanish Energy knowledge Transfer this knowledge to UK Promote the sustainable purchasing

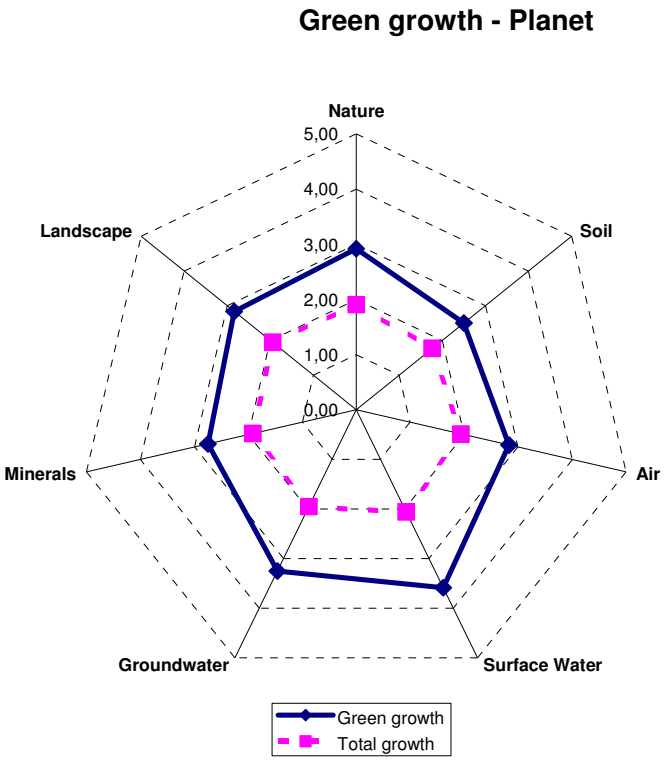
			policies (developed by Suspurpol) to the SEE supply chain/construction sector Research sustainable construction best practices and feature on website
RAMEA	ARPA, Italy	TELOS, Netherlands Polish Academy of Science, Poland South East England Development Agency, UK Cambridge Econometrics, UK Environment Agency, UK South East England Regional Assembly, UK	The aim of this project is to realise four mutually comparable tools for a NAMEA-type Matrix (National Accounting Matrix including environmental accounts) with monetary and physical data on a regional level, to give support to policy makers in the definition of sustainable development strategies and also evaluation of policies
Suspurpol	The Environment Centre	Cracow University of Technology Instituto Andaluz de Tecnologia Hampshire County Council Southampton City Council Havant Borough Council	The objective of the partnership is to create a blueprint for planning and purchasing in relation to sustainable built development. The target groups of the project are local authorities and the business communities with the ambition of setting up an "international sustainable network". The project will result in the upgrade of regional spatial and environmental policy in the three regions involved.
RELEMCOM (REclaiming Land Empowering COMmunities)	Brabant Environmental Foundation		The aim of this project is to design a process in which former landfill and brownfield sites are redeveloped in a sustainable manner.

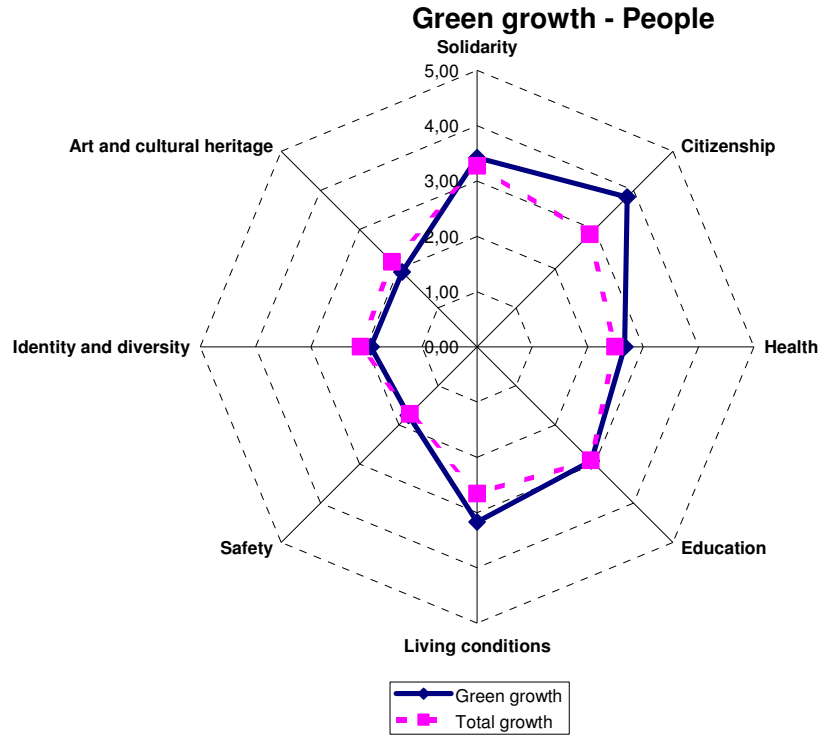
3.3.2 The relevance of the sustainability issues to the Green Growth programme

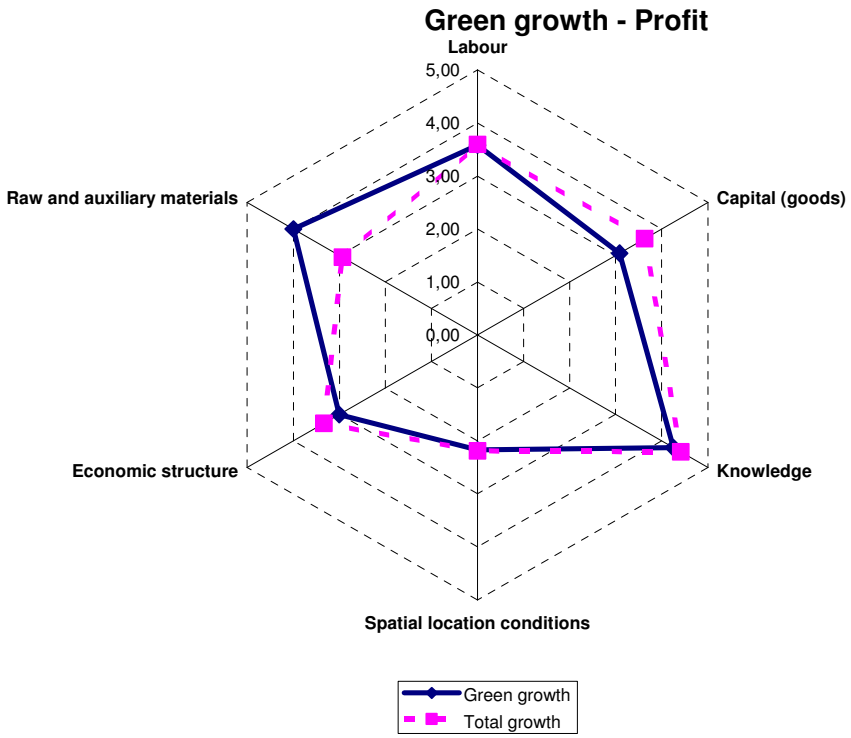
Of the three Grow subprogrammes, the Green Growth programme devotes the most attention to all three pillars of the Telos triangle. It could be said that from the point of view of sustainability this programme is the most balanced of the three .
A closer look at the graphs below will show that, as expected, the planet issues play a more important role in this programme than in the other programmes. But even in the Green Growth programme we see that some of the profit issues such as knowledge, raw and

auxiliary materials, and labour are deemed to be more relevant than the planet issues. Of the people issues, citizenship in particular plays an important role in this subprogramme.

Figure 3.3.1 The relevance of the sustainability issues for the Green Growth programme

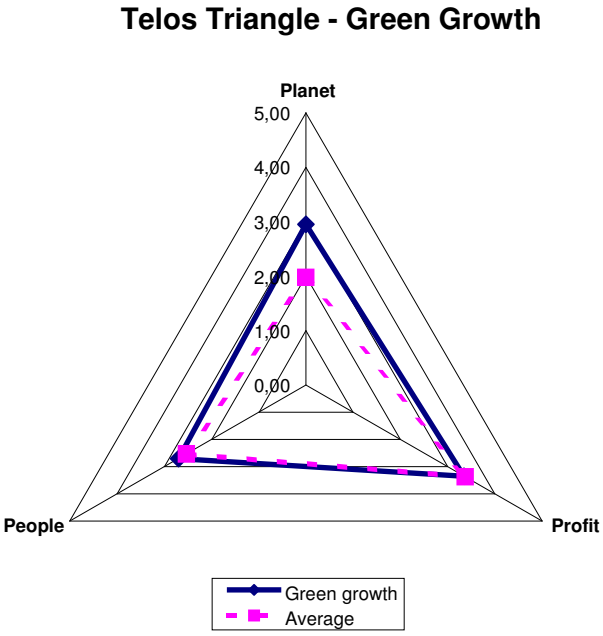






The more balanced character of the Green Growth programme can also be demonstrated with the help of the Telos triangle. The figure illustrates that in the Green Growth programme, too, the Profit sector is considered to be the most relevant although not to the same extent as in the other two programmes.

Figure 3.3.2 The Telos triangle for the Green Growth programme from the perspective of relevance to the 3 P's



Top 3 issues most relevant to the Green Growth projects

On the basis of the answers provided by the project leaders of the 6 Green Growth projects we have compiled a top 3 of sustainability issues which are considered to be most relevant to the Green Growth programme. The results are presented in the next table.

Compared to the other two programmes there are some differences. In the first place more and other issues are mentioned. It underlines the broader or more balanced scope of the Green Growth programme. Whereas in the other two programmes knowledge is considered to be the most relevant stock, in this programme raw and auxiliary materials is the most relevant stock. Knowledge and citizenship are also in the top three.

Table 3.3.2 The top three sustainability issues most relevant to the Green Growth programme

Rank	Stock	Issue
1	Raw and auxiliary materials	Investment by businesses needs to be aimed at preventing emissions of harmful substances and at reducing the use of non-renewable raw and auxiliary materials.
2	Knowledge	The innovative and creative capability of companies and organisations needs to be strengthened. The knowledge institutions need to play a more active and supportive role in this.
3	Citizenship	Citizens are not involved in politics or decision making processes (either passively or actively) and people do not have adequate access to the necessary information

3.3.3 The effects of the Green Growth programme

As we did for the other two programmes we also mapped the expected direct and indirect effects of the Green Growth programme. We can see that the Green Growth projects hardly cause any negative effects. Most stocks, with the exception of identity and diversity, art and cultural heritage and spatial conditions, are expected to benefit in a positive way from the efforts made by the projects within the Green Growth programme.

Table 3.3.3a The expected direct effects of the Green Growth programme on the stocks per pillar

	Direct effects				
Planet	strongly negative	negative	neutral	positive	strongly positive
Nature	0	0	2	2	2
Soil	0	0	4	2	0
Air	0	0	4	1	1
Surface Water	0	0	3	1	2
Groundwater	0	0	3	3	1
Minerals	0	0	4	1	1
Landscape	0	0	3	1	2
People					
Solidarity	0	0	0	4	2
Citizenship	0	0	0	5	1
Health	1	0	4	1	1
Education	0	0	3	0	3
Living conditions	0	0	1	5	0
Safety	0	0	4	2	0
Identity and diversity	0	0	5	0	1
Art and cultural heritage	0	0	5	1	0
Profit					
Labour	0	0	1	4	1
Capital (goods)	0	0	1	3	2
Knowledge	0	0	1	2	3
Spatial location conditions	0	0	5	0	1
Economic structure	0	0	3	3	0
Raw and auxiliary materials	0	0	3	1	2

Table 3.3.3b The expected indirect effects of the Green Growth programme on the stocks per pillar

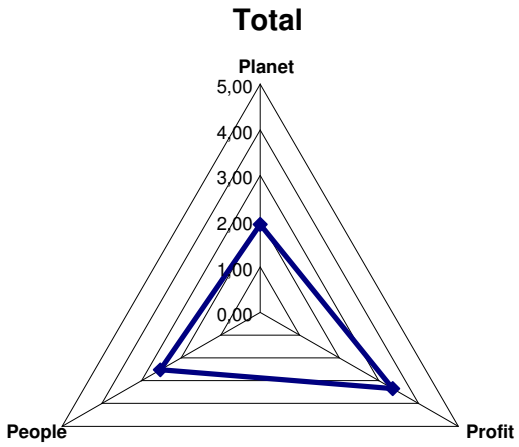
Planet	Indirect effects				
	strongly negative	negative	neutral	positive	strongly positive
Nature	0	0	2	4	0
Soil	0	0	3	3	0
Air	0	0	3	1	2
Surface Water	0	0	1	3	2
Groundwater	0	0	2	3	1
Minerals	0	0	1	4	1
Landscape	0	0	1	4	1
People					
Solidarity	0	0	2	3	1
Citizenship	0	0	2	3	1
Health	0	0	2	4	0
Education	0	0	1	2	3
Living conditions	0	0	2	4	0
Safety	0	0	5	1	0
Identity and diversity	0	0	5	1	0
Art and cultural heritage	0	0	4	2	0
Profit					
Labour	0	0	1	3	2
Capital (goods)	0	0	2	1	3
Knowledge	0	0	1	2	3
Spatial location conditions	0	0	4	1	1
Economic structure	0	0	2	4	0
Raw and auxiliary materials	0	0	2	2	2

Chapter 4 Conclusions

The main goal of the evaluation of the GROW programme using the Telos 3P model was, first of all, to get a picture of the contribution to sustainable development made by each of the projects.. We have aggregated the individual results to the level of the three subprogrammes (Business Growth, Inclusive Growth and Green Growth) and to the level of the Grow programme as a whole. The following overall conclusions can be drawn.

The GROW programme as a whole is focused primarily on the profit pillar, while people issues and, even more particularly, planet issues are of less relevance. Therefore, from the perspective of relevance to the 3P's, the programme as a whole is not well-balanced as the figure below shows.

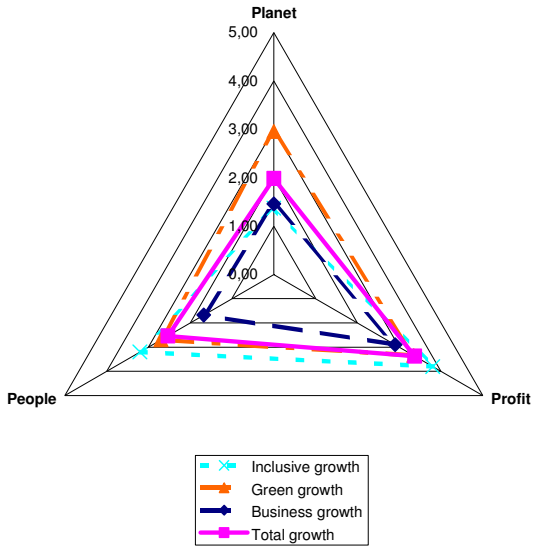
The Telos triangle for the Grow programme from the perspective of relevance to the 3 P's



- GROW is first and foremost a knowledge focused program: the development of new knowledge, learning from experiences elsewhere, the transfer of knowledge from one region to another, etc. are the key issues within the projects. In addition to knowledge, the most relevant sustainability issues in the Grow programme comprise capital goods, labour, economic structure, solidarity, auxiliary and raw materials and education.
- Some sustainability issues play hardly any role or are considered to be not relevant. This is the case for safety, identity and diversity, spatial conditions and most planet issues.
- Almost all the projects are expected to have a positive impact, both directly and indirectly. The projects expect that hardly any negative effects or negative trade offs between the pillars will occur. Furthermore the impact of the projects seems to be more indirect than direct, at least if you compare the number of indirect effects with the direct effects. The difference can be seen most clearly in the Planet pillar. The Planet pillar and the sustainability issues related to this pillar are, on the whole, less influenced by the projects than the People pillar and, even more particularly, the Profit pillar. In so far as the Planet pillar is influenced by the activities of the different projects, this is in a more indirect way.

- There are clear differences in focus between the three subprograms as the figure below shows.

Telos Triangle for the three programmes



- The Business Growth programme can be described as a one pillar programme. In this programme there is an almost exclusive focus on profit issues. Knowledge and capital goods are the most relevant issues
- The Inclusive Growth programme could be called a bi-pillar programme with a strong focus on the people and profit pillars. Within these two pillars labour, solidarity and knowledge are considered to be most relevant.
- The Green Growth programme is the programme which devotes most attention to all three pillars of the Telos triangle. It could be said that from the point of view of sustainability this programme is the most balanced of the three. Yet even in the Green Growth programme we see that some of the profit issues, such as knowledge, raw and auxiliary materials, and labour, are deemed to be more relevant than the planet issues. Of the people issues, citizenship in particular plays an important role in this subprogramme.

Annexe I The Telos Method

What is meant by sustainable development?
There are a great many definitions of sustainable development. Present-day thinking on sustainable development usually refers to the work of the Brundtland Commission, the World Commission on Environment and Development, which published the report *Our Common Future* in 1987. In this report, sustainable development is defined as follows:
'Sustainable development is development that meets the needs of the present without compromising the ability of future generations to meet their own needs.'

Humankind is central to this definition or, rather, the needs of humankind. Telos concurs with the Brundtland Commission's definition of the concept of sustainable development. The description is a very broad one, however. In order to further operationalise the concept of sustainable development, we utilise the so-called three pillar model in which a distinction is drawn between economic, ecological and sociocultural capital. In Telos's view, sustainable development can be conceived as a development process aimed at fostering balanced growth in the resilience and quality of nature (the ecological capital or in more popular terms the Planet dimension), in the physical and spiritual wellbeing of people (the socio-cultural capital or the People dimension) and healthy economic development (the economic capital or the Profit dimension). Following on from the theories of the Bruntland Commission, sustainable development will be possible if three more general requirements are met:

- There must be simultaneous improvement in the economic, ecological and socio-cultural capitals. Improvement of one capital must not occur at the expense of one or both of the other capitals.
- The development must be capable of being maintained for future generations: problems must not be passed on to the future.
- The development must also be capable of being maintained at a global level, in other words: there must be no passing on of problems to other areas. Our development must not occur at the expense of those in other regions or other countries.

By adopting this *integral* approach, Telos is explicitly choosing to take a broad perspective on sustainable development. The concept has both a *strategic* dimension (the longer term), and a *normative* dimension (responsibility for various tiers of government, geographical scales and future generations).

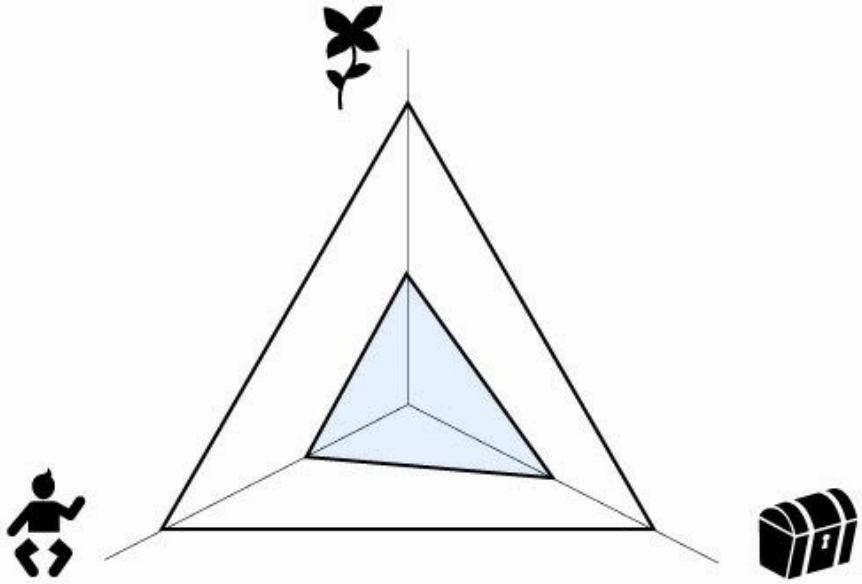
Relevant terms
In the Sustainability Balance Sheet (duurzaamheidsbalans) various terms are used. The table below gives brief definitions of these terms.

Table 1 The relevant terms from the sustainability balance sheet

Term	Description
Capital	The three essential parts, subsystems of the total social system: the ecological (planet) socio-cultural (people) and economic part (profit)
Stock	The essential elements which together determine the quality and quantity of a capital
Requirements	The long-term goals which are formulated for the development of a stock.
Indicators	Measurements which can be used to operationalise the requirements.
Norms	Set standards by means of which we can assess the scores from indicators.

Capitals and the sustainability triangle
The development of the three capitals (size, change over time) is presented in the form of an equilateral triangle: ***the sustainability triangle***.
The choice of an equilateral triangle is deliberate in order to illustrate the fact that each of the three capitals is equally important. Each corner of the triangle represents one of the capitals.

Figure 1. The sustainability triangle



In the triangle shown above the length of the lines radiating from the central point of the triangle indicate the maximum size of the capitals. These lines are all of equal length. The measured situation is illustrated by the inner triangle.

In practice, monitoring sustainable development using the sustainability triangle chiefly comprises determining the size of the inner triangle in relation to the corners of the outer triangle. The closer the inner triangle is to the outer triangle, the closer we are to approaching a sustainable situation. By taking repeated measurements we can make a comparison in time and thus create a dynamic monitor model.

Stocks and requirements
Each capital is made up of a number of stocks. These are chosen on the basis of existing theoretical insights.[1] The new classification of the stocks is shown below.

Table 2 Overview of the stocks of the 2006 sustainability balance sheet

Socio-cultural (people)	Ecological (planet)	Economic (profit)
solidarity	nature	labour
citizenship	soil	capital
identity and diversity	groundwater	Knowledge
Safety	air	raw and auxiliary materials
living conditions	surface water	spatial location conditions
health	minerals	economic structure
education	landscape	
art and cultural heritage		

[1] In comparison with the 2002 sustainability balance sheet, under the influence of new scientific and social insights, the whole stock system has been revised. Some stocks have disappeared, others have been added or been given a different content.

Requirements are subsequently imposed on these stocks which they must meet in the long term. In other words, these are the long-term goals expressed in qualitative terms. These are directly linked to the stock to which they refer and are largely determined by the context (the prevailing pattern of values and standards) and the tier of government for which the audit chart is being drawn up. The requirements used for the 2002 and 2006 balance sheets are the outcome of a process of exhaustive discussions with stakeholders in the Province of North Brabant on the desired, sustainable future. The requirements may also change over time, precisely because they are determined by stakeholders.

The table below gives an overview of the requirements per stock. They are formulated in a comprehensible, non-scientific way in order to ensure that everybody knows what is meant by each of the requirements.

Table 3 Overview of the requirements per capital/stock in the 2006 Telos

Capital/ Stock	Requirements
Ecological capital (planet)	
Nature	Area covered by linked nature reserves. Preservation of biodiversity
Soil	Clean (for humans and wildlife). Preservation of the productive quality (agriculture)
Air	Clean (for humans and wildlife). No adverse influencing of the climate.
Surface water	There is sufficient surface water and it is clean (humans and wildlife)
Groundwater	Clean (for humans and wildlife). No more extraction than can be naturally replenished.
Minerals	The extraction of non-renewable minerals is reduced
Landscape	Citizens find the landscape attractive. Official nature and cultural landscapes are protected and strengthened.
Social and cultural capital (people)	
Solidarity	There is social cohesion. There is no poverty or exclusion
Citizenship	Citizens are involved in politics (both passively and actively) and have access to the necessary information
Health	The population is and perceives itself to be physically and spiritually healthy. Good quality health care is accessible to everyone.
Education	Education meets the needs of society, is of high quality and easily accessible to all
Living conditions	People are satisfied with their own home and living conditions, public facilities and everyday necessities are accessible and within easy reach
Safety	Everyone feels safe in Brabant because the risk of becoming a victim of crime or accident is negligible.
Identity and diversity	Expressing one's identity is desirable and acceptable as long as it does not restrict other people's freedom
Art and cultural heritage	There is a wide diversity of culture on offer, accessible to anyone who wishes to make use of it either actively or passively. The cultural heritage is protected and strengthened.
Economic capital (profit)	
Labour	There is balance on the labour market (in both qualitative and quantitative terms). The workforce is well trained. Work is healthy
Capital (goods)	Companies make sufficient profit and sufficient investment
Knowledge	The innovative and creative capability of companies, organisations and people is constantly being strengthened. The knowledge institutions play an active, supportive role in this.
Spatial location conditions	The accessibility (via road, water, rail, air, and ICT) of companies, facilities and economic centres is good.

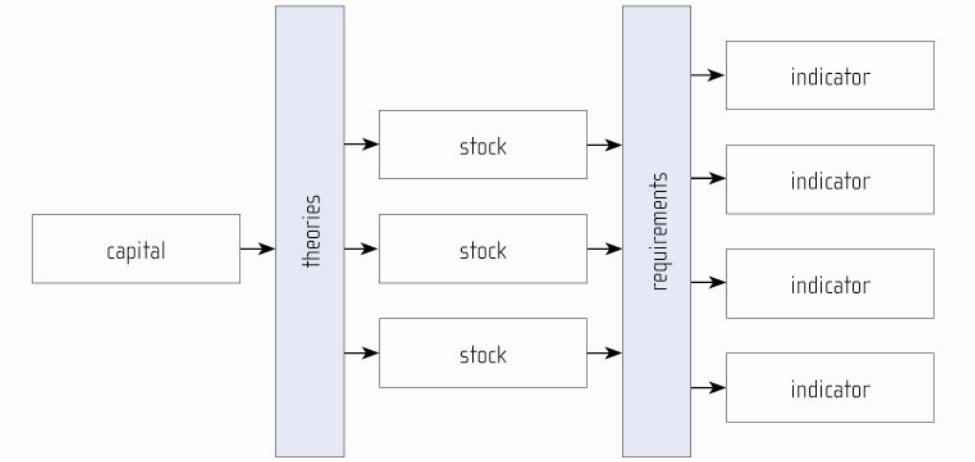
	There is sufficient space available for commercial enterprise and this is well managed.
Economic structure	The economic structure has a good mix of driving industries and service industries. They are constantly regenerated by the arrival of new enterprises (starter companies and enterprises newly locating to the area)
Raw and auxiliary materials	Investment by businesses is aimed at preventing emissions of harmful substances and at reducing the use of non-renewable raw and auxiliary materials.

sustainability balance sheet

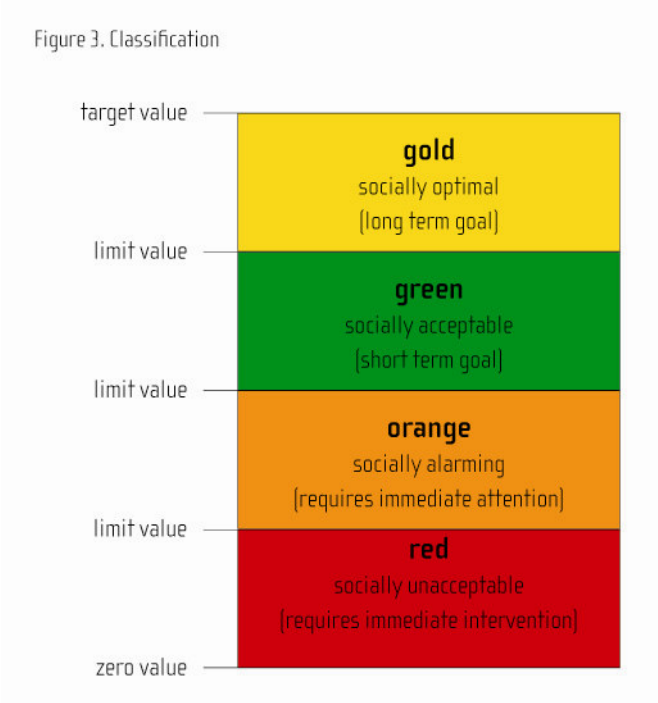
Indicators

The degree to which the requirements are being met is measured using indicators. One or more indicators may be used for each requirement. Figure 2 gives an overview of the connection between capitals, stocks, requirements and indicators.

Figure 2. The connection between capitals, stocks and indicators



A measuring scale is drawn up for each indicator. This measuring scale consists of set standards which have a zero value and a target value with limit values between the two. This classification is shown below.



Determining the target values is a part of the method that is intended to generate a lot of discussion. In order to determine these target values, use is made of policy documents, comparisons over time, comparisons with other regions and the results of social discussions.

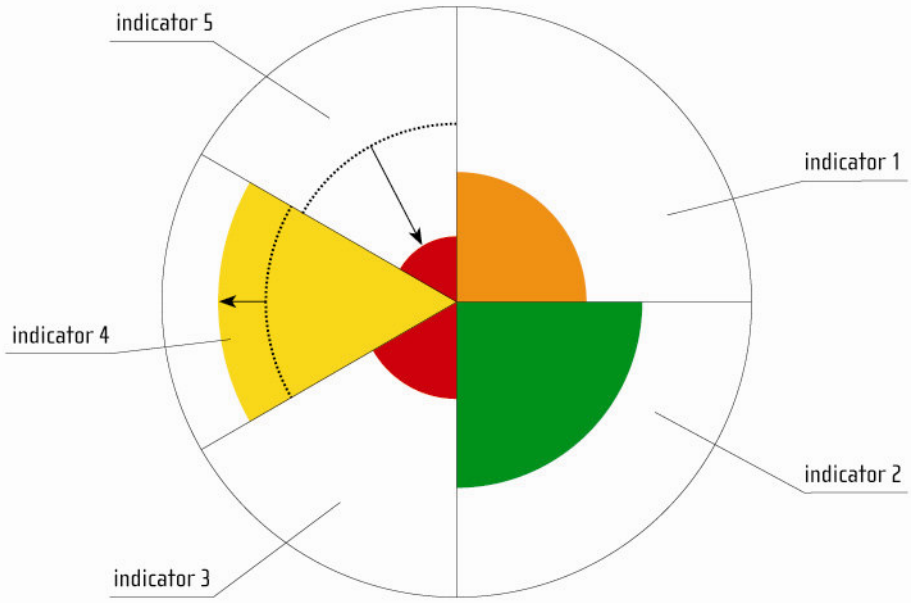
Determining the size of stocks and capitals
A total score is determined for each stock by adding together the weighted scores from all the indicators. Weighting takes place because the requirements and the indicators are not all considered to be of equal importance. The weights for each indicator are determined on the basis of the number of requirements per stock. The weights for each indicator are determined on the basis of the importance that is attributed to a particular requirement and the importance that can subsequently be assigned to an indicator. Table 4 shows an example of this.

Table 4 Example of weighting indicators when requirements are of equal importance (weighting in %)

			weighting in %	angle
stock 1	requirement 1	Indicator 1	25.00	90
		Indicator 2	25.00	90
	requirement 2	Indicator 3	16.67	60
		Indicator 4	16.67	60
		Indicator 5	16.67	60
			100.00	360

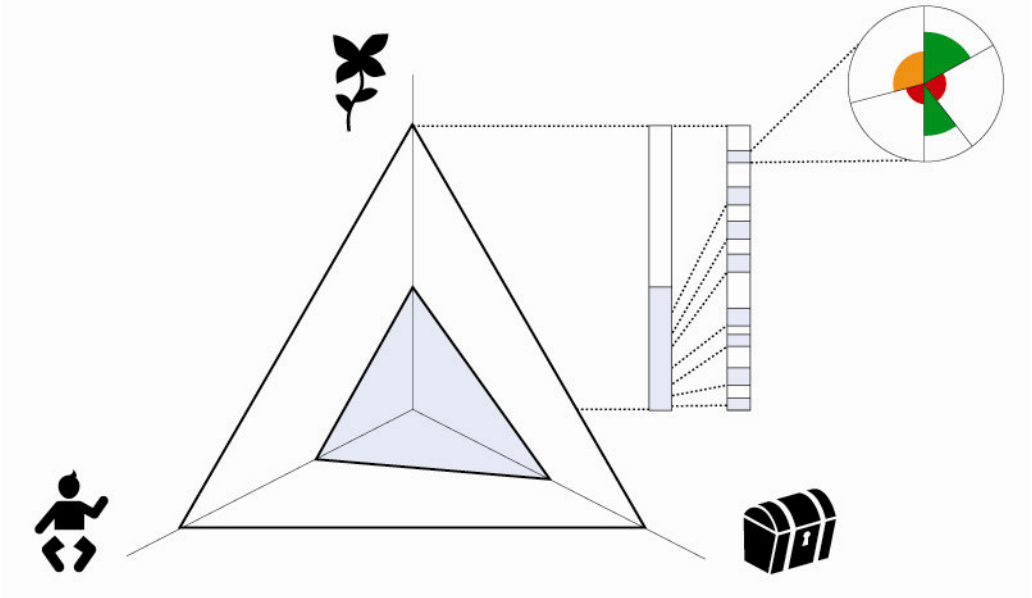
The weighting of indicators can be seen from the vertex of the angle of the sector each occupies in the pie charts. The arc length of the pie chart sector shows the measured situation. The greater the arc length, the better the score. The dotted line represents the situation at the time of the previous measurement. An outward-facing arrow indicates an improvement, an inward-facing arrow indicates a deterioration. The year 2001 has been used as far as possible as a base year for comparison purposes. For measuring the current situation the most recently available data for each indicator has been used.

Figure 4. Example of a pie chart



The sum of the stocks within a particular capital subsequently determines the score of the capital. Weighting also occurs here. Not every stock is equally important. The weighting used for the stocks can be found in the conclusions for each capital. For this edition it was not the stakeholders but Telos itself which determined the weightings. Figure 5 shows an overview of the stocks and the capitals in the sustainability triangle.

Figure 5. Connection between capitals, stocks and indicators



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Annexe II Explanation Note / Cover Letter

Dear Lead Partner,

In the coming months, the GROW programme is organising a set of evaluations in order to capture the results of its sub-projects and to assess the overall implementation of the programme. This will also provide recommendations for the preparation of a successor GROW programme.

The first of these evaluations is being undertaken by Telos, a research unit of the University of Tilburg in the Netherlands, specialised in sustainable development principles. Telos have been contracted to undertake an evaluation to assess the contribution of GROW's 16 sub-projects to the three pillars of sustainable development: Planet, People and Profit.

As Lead Partner of a GROW sub-project we would be extremely grateful for your input to this evaluation, by completing the enclosed questionnaire. It is expected that this will take an hour of your time.

The questionnaire consists of two main parts:
1. Some general questions about your project.
2. The relevance of the sustainability 'issues' in relation to the **objectives** of the project (this will provide an insight into the focus of the project); the expected direct and indirect **effects** of the project with regard to these issues in the realization of its objectives.

The results of the questionnaires will be collated and form the basis of a report by Telos, which will then be disseminated to demonstrate some of GROW's sub-project results.

While this questionnaire has only been sent out to the Lead Partners of the 16 GROW sub-projects, it is strongly encouraged that you liaise with your partners to come to a joint agreement on your responses.

We would be grateful if you could please complete and return the questionnaire to the GROW Secretariat by Friday 20th April 2007. They can be emailed to: grow@seeda.co.uk

If you have any queries about the questionnaire or would like to discuss the evaluation further, please contact your Regional Correspondent.

Yours sincerely,

Kathy Vuillaume
GROW Programme Manager

Annexe III Questionnaire

1 *General information on the project*

Question	Answer
What is the name of the project?	
Who has filled in the questionnaire?	
What is the geographical scope of your project? Do you want to achieve your results in a small or large city/region? With whom, what type of organisations, are you cooperating within your project (other than the project partners)?	

2. ***In the following table you asked to think about your project in two ways. Firstly, in column A you are asked to consider the relevance of the sustainability issues to <u>the formulation of the objectives</u> of your project at the outset.***
Secondly, in column B, you are asked to consider to what extent your project <u>has had an impact, or is expected to impact on</u> these issues, both directly and indirectly.

Under Column A, please indicate (by putting in bold), the relevance of each of these issues in setting the objectives of your project.
1:= no relevance at all; 2:= hardly any relevance; 3:= some relevance; 4:= relevant; 5:= very relevant

Under Column B, please indicate (by putting in bold) the positive or negative effects (both direct and indirect) that your project has or is expected to have on each of the sustainability issues.
++ := strong positive, + := positive, 0 := neutral/none, - := negative, - - := strong negative.

Capital/stock[2]	Issue	A Relevance to objectives	B Expected Effects	
			Direct	Indirect
Planet (Ecological capital)				
Nature	Area is in need of nature reserves or better connected nature reserves. There is a need of greater protection of biodiversity	1 2 3 4 5	++ + 0 - --	++ + 0 - --
Soil	Soil is contaminated (for humans and wildlife). The productive quality of agricultural soil needs preserving.	1 2 3 4 5	++ + 0 - --	++ + 0 - --
Air	The air is polluted (for humans and wildlife). Air pollution is causing concern for climate change.	1 2 3 4 5	++ + 0 - --	++ + 0 - --
Surface water	There is insufficient surface water and it is polluted (for humans and wildlife)	1 2 3 4 5	++ + 0 - --	++ + 0 - --
Groundwater	Groundwater is being extracted at a greater rate than it can be replenished and/or it is polluted. (for humans and wildlife).	1 2 3 4 5	++ + 0 - --	++ + 0 - --
Minerals	The extraction of non-renewable minerals continues	1 2 3 4 5	++ + 0 - --	++ + 0 - --
Landscape	Citizens do not find the landscape attractive. Official nature and cultural landscapes are not protected.	1 2 3 4 5	++ + 0 - --	++ + 0 - --

Capital/stock	Issue	A Relevance to objectives	B Expected Effects

[2] Please see Annex 1 for further detail on the Capitals/Stocks.

			Direct	Indirect
People (Socio-cultural capital)				
Solidarity	There is a need for greater social cohesion. There is poverty or exclusion	1 2 3 4 5	++ + 0 - --	++ + 0 - --
Citizenship	Citizens are not involved in politics or decision making processes (either passively or actively) and people do not have adequate access to the necessary information	1 2 3 4 5	++ + 0 - --	++ + 0 - --
Health	The population is not and does not perceive itself to be in good physical and mental health. Good quality health care is not accessible to everyone.	1 2 3 4 5	++ + 0 - --	++ + 0 - --
Education	Education does not adequately meet the needs of society. The quality and accessibility of education needs to be improved.	1 2 3 4 5	++ + 0 - --	++ + 0 - --
Living conditions	People are not satisfied with their own home and living conditions. Public facilities and everyday necessities are not accessible or within easy reach	1 2 3 4 5	++ + 0 - --	++ + 0 - --
Safety	People do not feel safe in their region and fear becoming a victim of crime.	1 2 3 4 5	++ + 0 - --	++ + 0 - --
Identity and diversity	Expressing one's identity is not seen as acceptable and as such, people's freedom is restricted.	1 2 3 4 5	++ + 0 - --	++ + 0 - --
Art and cultural heritage	There is a lack of diverse culture on offer. It is not readily accessible to those wishing to make use of it either actively or passively. The cultural heritage needs protecting and strengthening.	1 2 3 4 5	++ + 0 - --	++ + 0 - --

Capital/stock	Issues	A Relevance to objectives	B Expected Effects	
			Direct	Indirect
Profit (Economic capital)				
Labour	Unbalanced labour market participation (unemployment and/or lack of participation from disadvantaged groups). There are skills gaps in the workforce	1 2 3 4 5	++ + 0 - --	++ + 0 - --
Capital (goods)	Companies do not make sufficient profit and investment.	1 2 3 4 5	++ + 0 - --	++ + 0 - --
Knowledge	The innovative and creative capability of companies and organisations needs to be strengthened. The knowledge institutions need to play a more active and supportive role in this.	1 2 3 4 5	++ + 0 - --	++ + 0 - --
Spatial location conditions	The accessibility (via road, water, rail, air, and ICT) of companies, facilities and economic centres is inadequate. There is insufficient space available for commercial enterprise and what there is tends to be poorly managed.	1 2 3 4 5	++ + 0 - --	++ + 0 - --
Economic structure	The economic structure lacks a diverse mix of driving industries and service industries. They are not sufficiently regenerated by the arrival of new enterprises (starter companies and enterprises newly locating to the area)	1 2 3 4 5	++ + 0 - --	++ + 0 - --
Raw and auxiliary materials	Investment by businesses needs to be aimed at preventing emissions of harmful substances and at reducing the use of non-renewable raw and auxiliary materials.	1 2 3 4 5	++ + 0 - --	++ + 0 - --

Referring to your responses in Column A, which of the above issues play the most important role in your project? Please list the three most important issues in order of importance, 1 being the most important.

Rank	Stock/Requirement
1	
2	
3	

Referring to your responses in Column B, for those direct and indirect effects you consider to be the most important, please comment on what the expected positive or negative effects will be, choosing a maximum of 5. Please list them in the order of importance, 1 being the most important.

Rank	Capital/Stock	Comment
1		
2		
3		
4		
5		

Please add any other comments you wish to make about your project with regard to sustainable development issues:

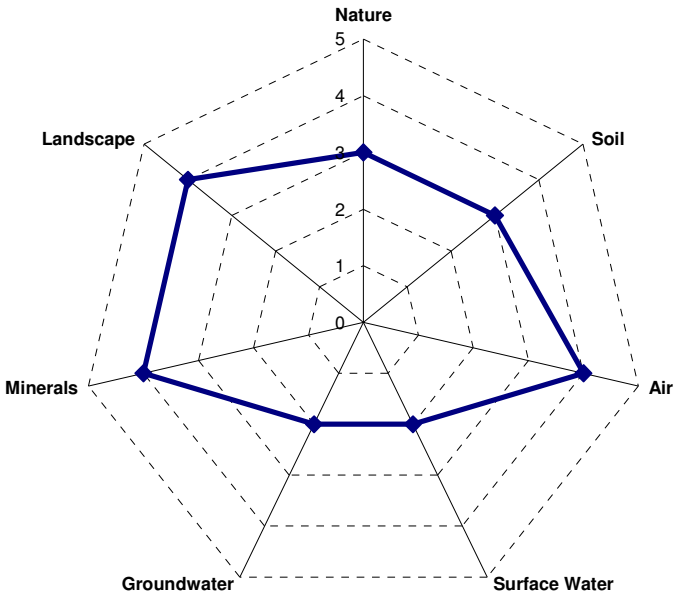
Annexe IV The results per project

Business growth

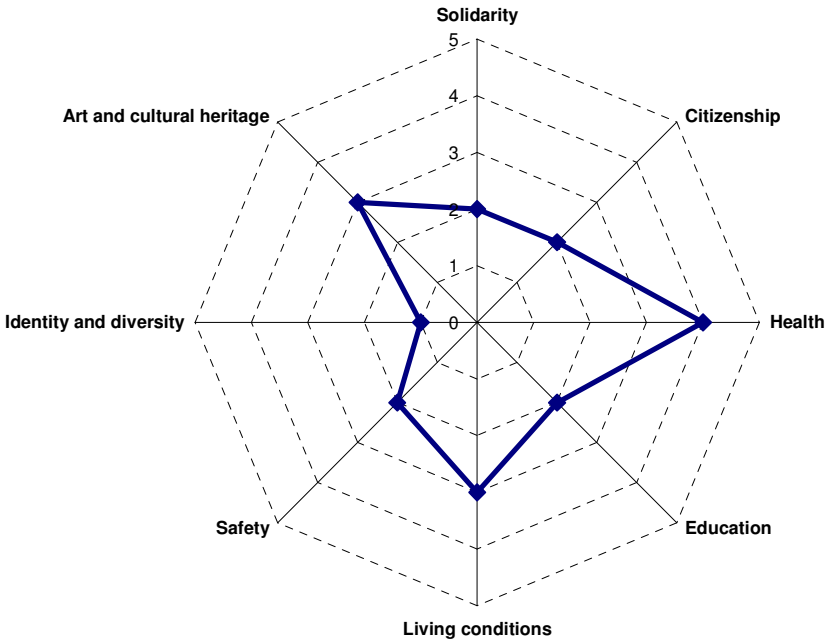
Name of the project:	Bridging Business and Science (BBaS)
Lead partner:	University of Surrey, UniSdirect
Partners in the project:	Jagiellonian University, Poland University Foundation for the Development of the Province of Cordoba, Spain TU/e Innovation Lab BV, Incubator of Eindhoven University of Technology ASTER – observer status
Pillar of GROW:	Business growth, technology transfer
Scope of the project:	Regional
Cooperation:	SMEs and larger businesses, Regional Authorities, Business consultants, other universities, industry clusters and networks
Objectives:	The project focuses on knowledge transfer and is aimed at bringing together 3 different professional cultures: academia, industrial and knowledge transfer professionals working across 3 countries. This is a partnership involving reputable and experienced universities: University of Surrey, the University Foundation for the Development of the Province of Cordoba, Jagiellonian University, the Technical University of Eindhoven and ASTER Scienza Tecnologia Impresa -S. Cons. p.a. The knowledge transfer activities will focus on 4 key sectors: biotechnology/health, ICT, new materials and technologies, environmental solutions. The Technology transfer mechanism will be explored amongst the participative regions and established Path Finder groups comprising businesses from targeted sectors, academic/researchers and students/recent graduates involved in the commercialisation of research. The project will result in a number of Knowledge Transfer partnerships between the regions and the increase of entrepreneurship.

Relevance

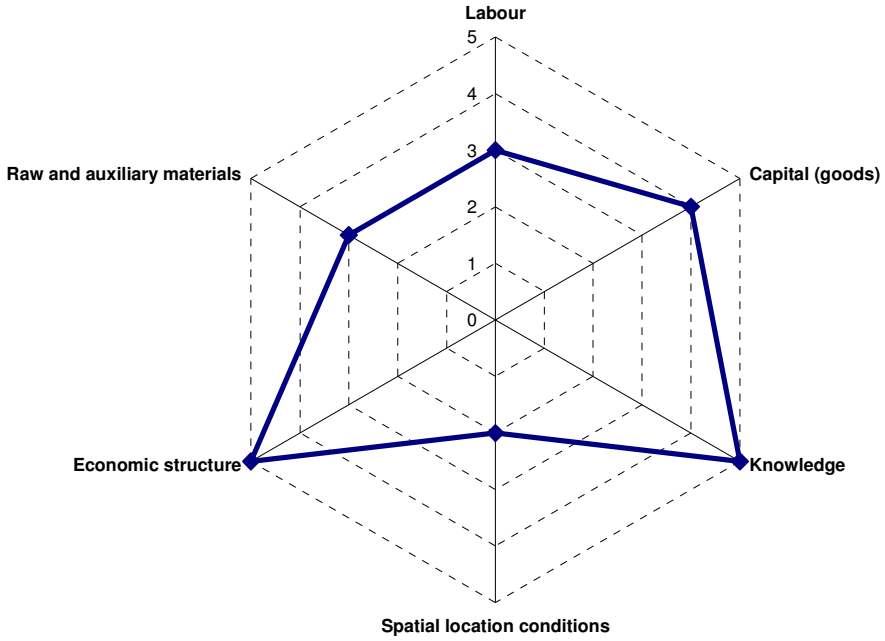
Planet



People

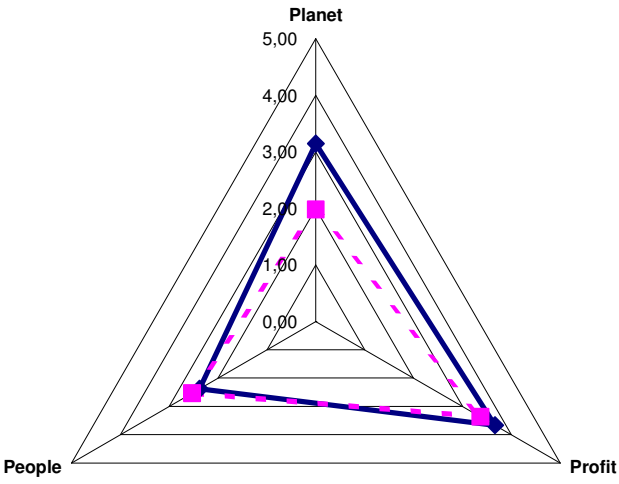


Profit



Top three most relevant issues in the project
1. Knowledge
2. Health
3. -

Telos Triangle



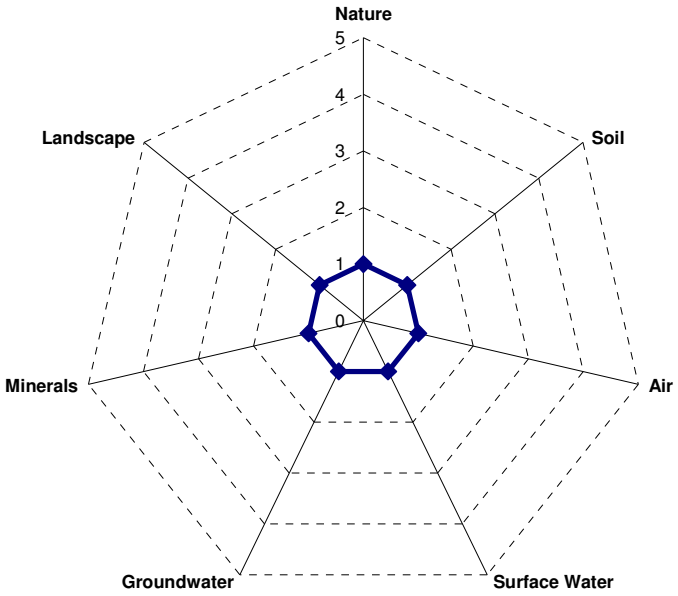
Expected effects	Direct	Indirect
Planet		
Nature	O	O
Soil	O	O
Air	+	++
Surface Water	O	O
Groundwater	O	O
Minerals	O	++
Landscape	+	+
People		
Solidarity	O	O
Citizenship	+	+
Health	+	++
Education	+	+
Living conditions	+	+
Safety	+	+
Identity and diversity	O	O
Art and cultural heritage	O	+
Profit		
Labour	O	+
Capital (goods)	++	++
Knowledge	++	++
Spatial location conditions	O	+
Economic structure	++	++
Raw and auxiliary materials	+	+

Top five most important expected direct and indirect effects
1. Knowledge
2. -
3. Health
4. Safety
5. Economic structure

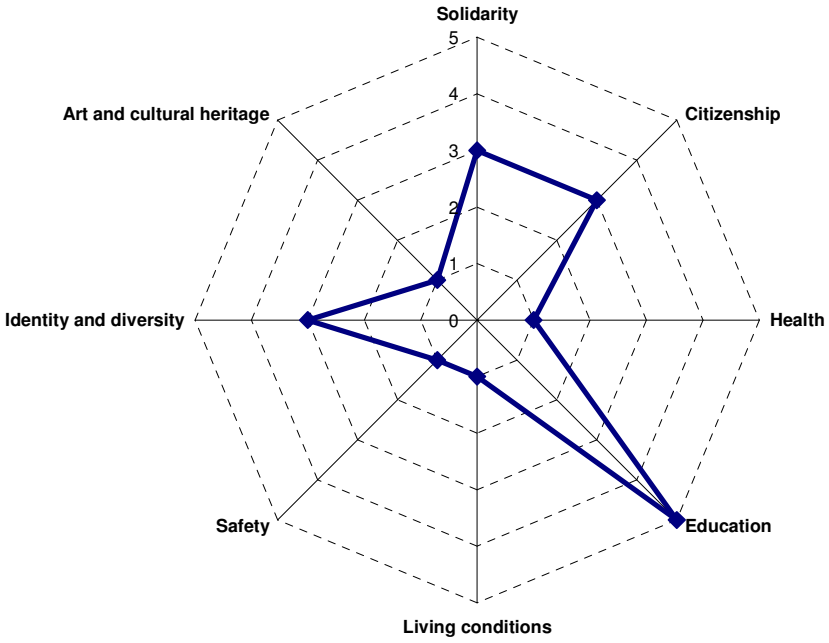
Name of the project:	Enterprise Exchange Academy
Lead partner:	Business Link Solutions, UK
Partners in the project:	FSLD Malapolska Institute of Local Government and Administration, Poland Oxford Brookes University School of Enterprise, UK University of Portsmouth, Centre for Enterprise, UK Milton Keynes, Oxfordshire and Buckinghamshire Education Business Link Organisation, UK
Pillar of GROW:	Business Growth, Culture of Entrepreneurship
Scope of the project:	Malopolska region of Poland & Thames Valley area of South East England
Cooperation:	Secondary Schools in the UK, Lyceum and Gymnasium Schools in Poland, and small to medium sized enterprises in both countries.
Objectives:	The aim of this project is to develop young people to enable them to contribute more successfully to economic growth and prosperity, whether as citizens, employees, self-employed or entrepreneurs. The partners will design and develop a programme between the UK and Poland which will offer a service which acts as a catalyst between schools, colleges and SMEs. The project will raise the standards of delivery of enterprise education in the classroom for 14 – 16 year olds and provide an appropriate academic pathway for 16 – 19 year olds aspiring to a career requiring higher levels of enterprise and creativity (approximately 170 pupils will be engaged).

Relevance

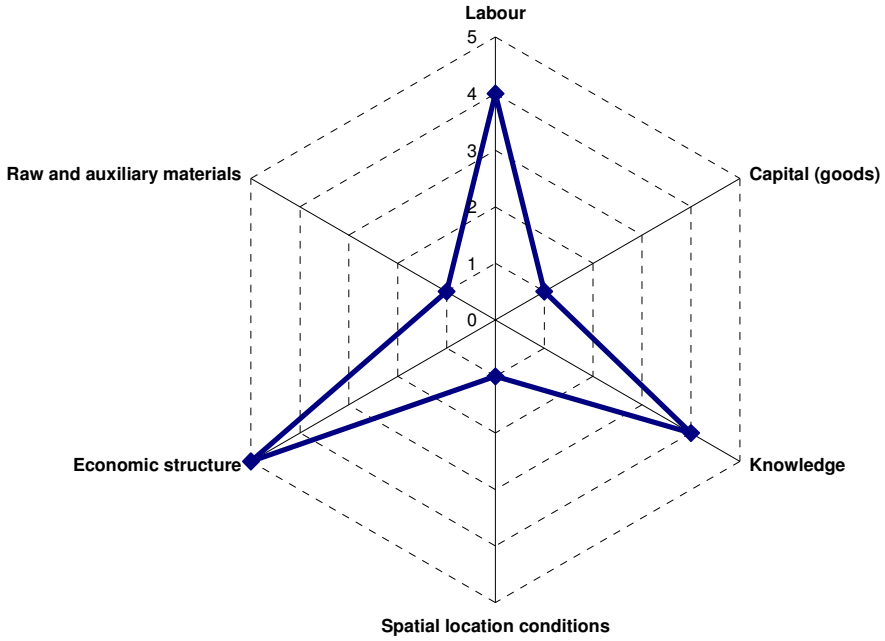
Planet



People

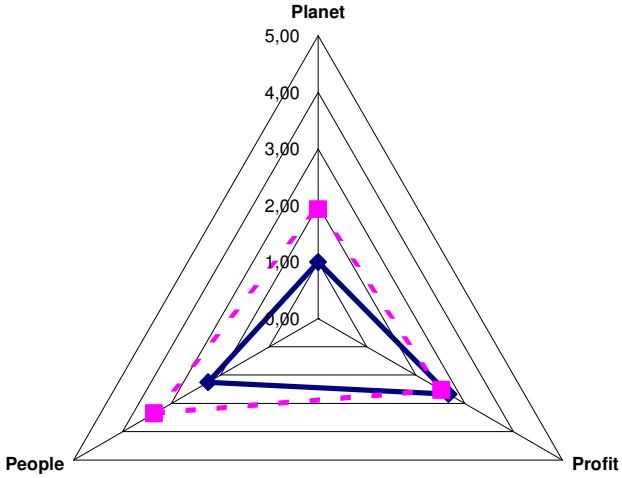


Profit



Top three most relevant issues in the project
1. Education
2. Economic structure
3. Knowledge

Telos Triangle



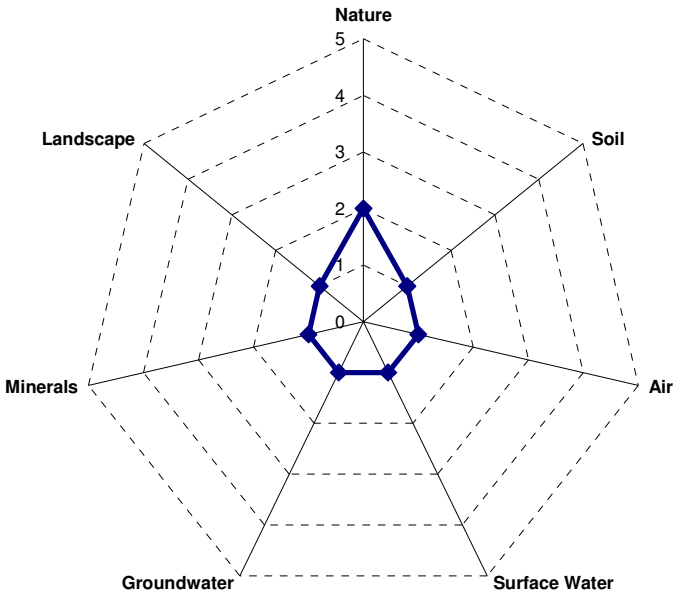
Expected effects	Direct	Indirect
Planet		
Nature	--	--
Soil	--	--
Air	--	--
Surface Water	--	--
Groundwater	--	--
Minerals	--	--
Landscape	--	--
People		
Solidarity	+	+
Citizenship	+	+
Health	--	--
Education	++	++
Living conditions	--	O
Safety	--	--
Identity and diversity	+	+
Art and cultural heritage	--	--
Profit		
Labour	+	+
Capital (goods)	--	--
Knowledge	++	++
Spatial location conditions	--	--
Economic structure	++	++
Raw and auxiliary materials	--	--

Top five most important expected direct and indirect effects
1. Education
2. Economic structure
3. Knowledge
4. Labour
5. -

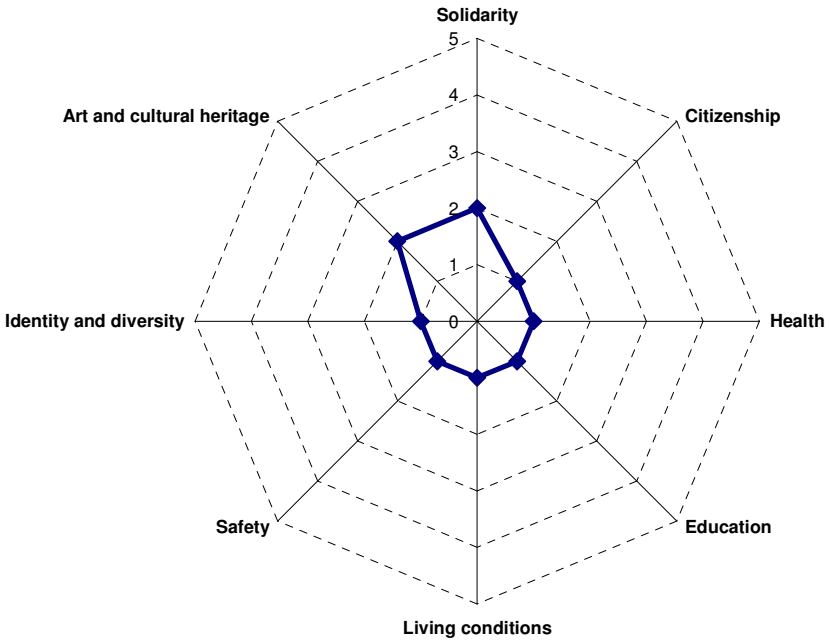
Name of the project:	Grow Enterprise
Lead partner:	South East England Development Agency (Steve Davis – Southampton Enterprise Hub)
Partners in the project:	Official Chamber of Commerce, Industry and Shipping of Seville, Spain Fundacja Inkubator Technologiczny BPCC, Poland NV Brabantse Onwikkelings Maatschappij, Netherlands
Pillar of GROW:	Business growth – support in creation and development of high technology companies
Scope of the project:	Province of North-Brabant
Cooperation:	Syntens; innovation network Incubator 3+: incubator of technological start-ups Stichting Ondernemers Klankbord: coaches
Objectives:	The project is not sector specific and will engage with entrepreneurs and small technology-knowledge-based companies, which have the potential to grow significantly and have an international impact. The target groups are business incubators, start-ups and SMEs. Two main objectives: • To improve the experience and performance of those involved in helping businesses to start-up and grow (Incubation director etc) • To provide opportunities for companies in partner regions to improve their knowledge and provide contacts and new business opportunities.

Relevance

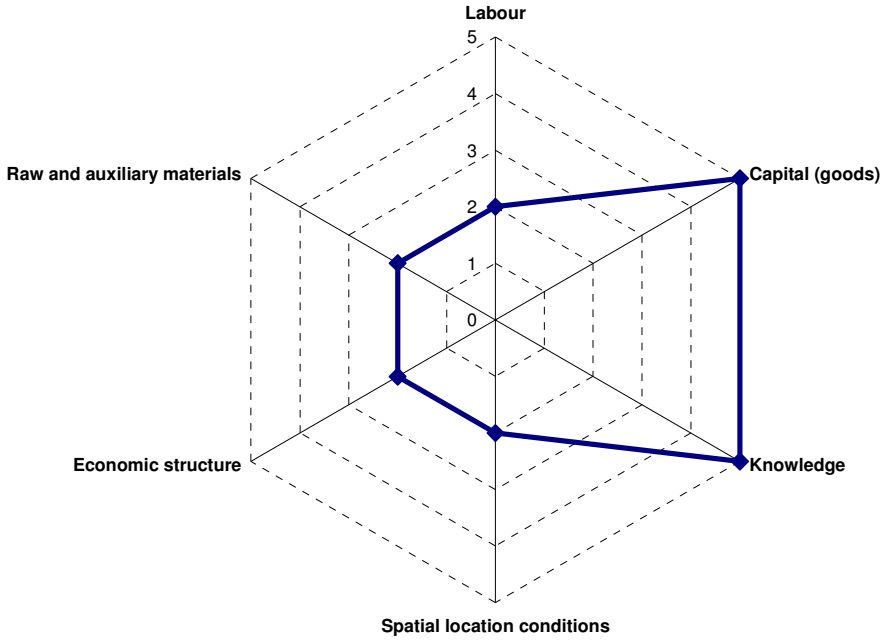
Planet



People

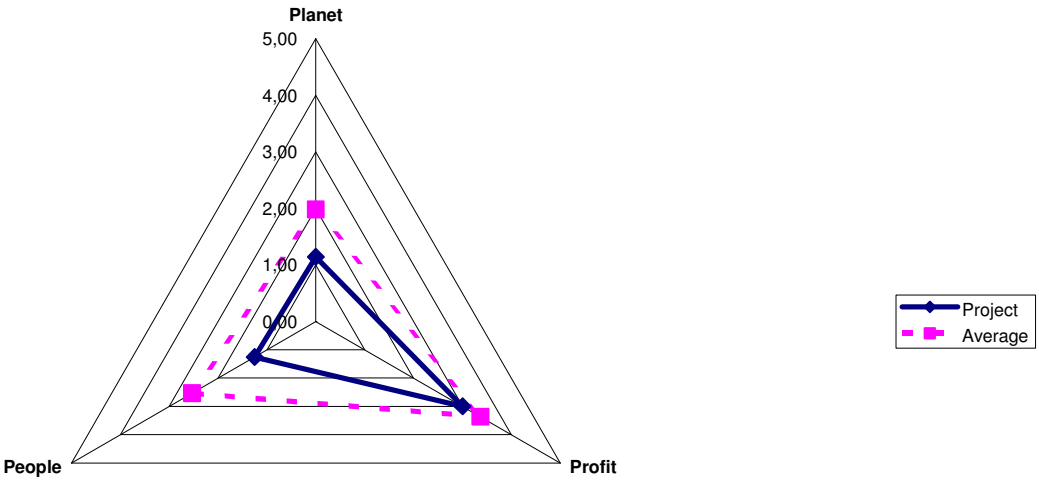


Profit



Top three most relevant issues in the project
1. Knowledge
2. Capital (goods)
3. Labour

Telos Triangle



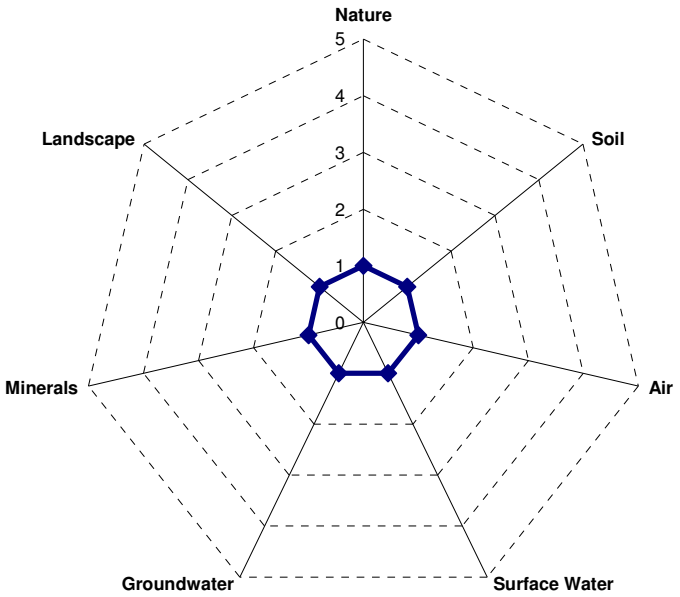
Expected effects	Direct	Indirect
Planet		
Nature	O	+
Soil	O	O
Air	O	O
Surface Water	O	O
Groundwater	O	O
Minerals	O	O
Landscape	O	O
People		
Solidarity	O	+
Citizenship	O	O
Health	O	O
Education	O	O
Living conditions	O	O
Safety	O	O
Identity and diversity	O	O
Art and cultural heritage	O	+
Profit		
Labour	O	+
Capital (goods)	++	++
Knowledge	++	++
Spatial location conditions	O	O
Economic structure	O	+
Raw and auxiliary materials	O	+

Top five most important expected direct and indirect effects
1. Knowledge
2. Capital (goods)
3. Labour
4. -
5. -

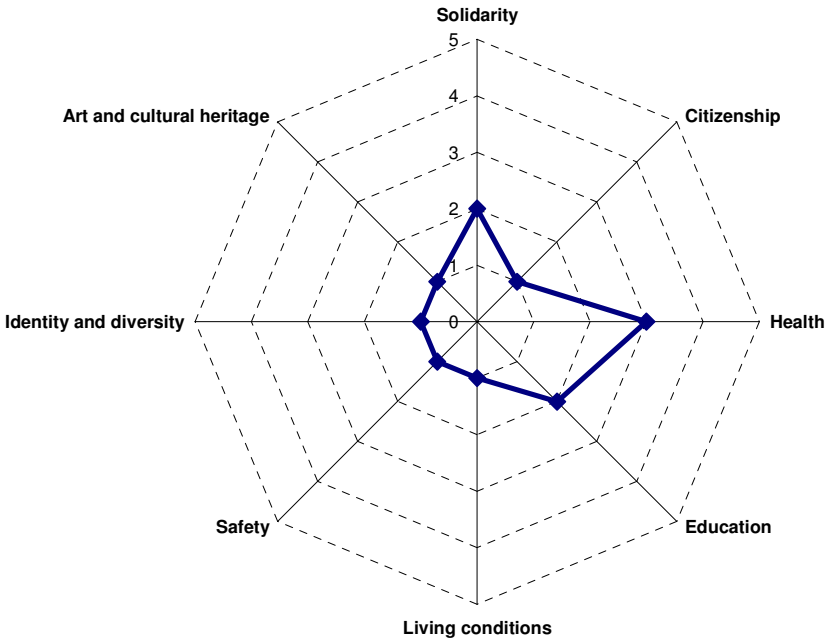
Name of the project:	Grow Health
Lead partner:	SEHTA
Partners in the project:	Regione Emilia Romagna, Italy Aster SCPA, Italy SEEDA, UK
Pillar of GROW:	Business Growth, Mechanisms to support cluster development and their internationalisation
Scope of the project:	SEEDA
Cooperation	Aster, Emilia-Romagna/Italy, University of Surrey, University of Southampton, Imperial College London, ISIS Innovations, Proteome Sciences, APA Parafricta, ReNeuron
Objectives:	This project will develop a collaborative international network of health technology clusters contributing to the development of the knowledge based economy. It will do this by: • Exploring methods of best practice in identifying, mapping and supporting the development of health technology clusters • Bringing together existing relevant databases and reports, up-date them and where there are gaps attempt to fill them to produce both regional and European cluster maps • Working with industry and academia to identify emerging technologies in the sector and highlight future possible clusters of international significance • Providing business to business opportunities through clusters and integration of the supply chains across international regions. • The project will engage with health technology sector businesses, particularly SMEs, health care providers, economic development offices and Universities.

Relevance

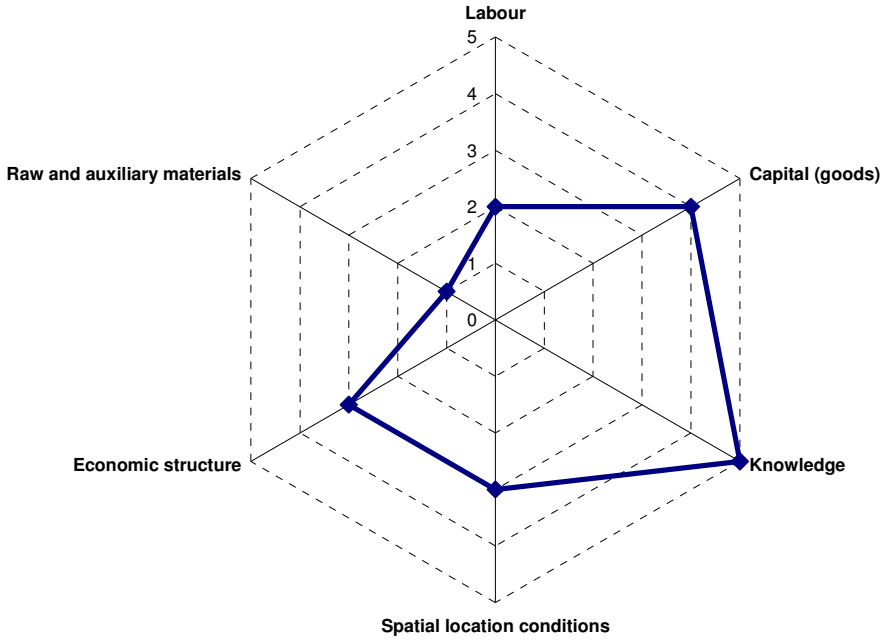
Planet



People

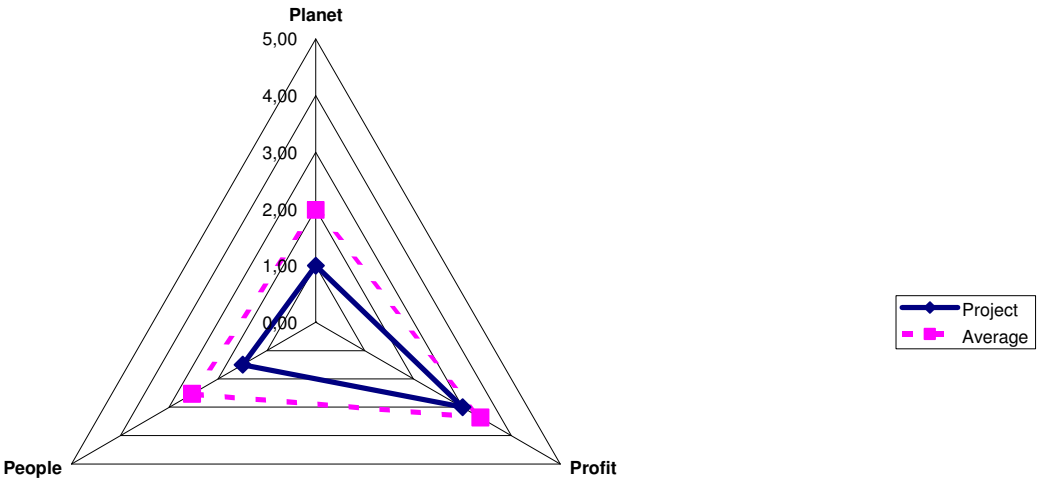


Profit



Top three most relevant issues in the project
1. Knowledge
2. Capital (goods)
3. Economic structure

Telos Triangle



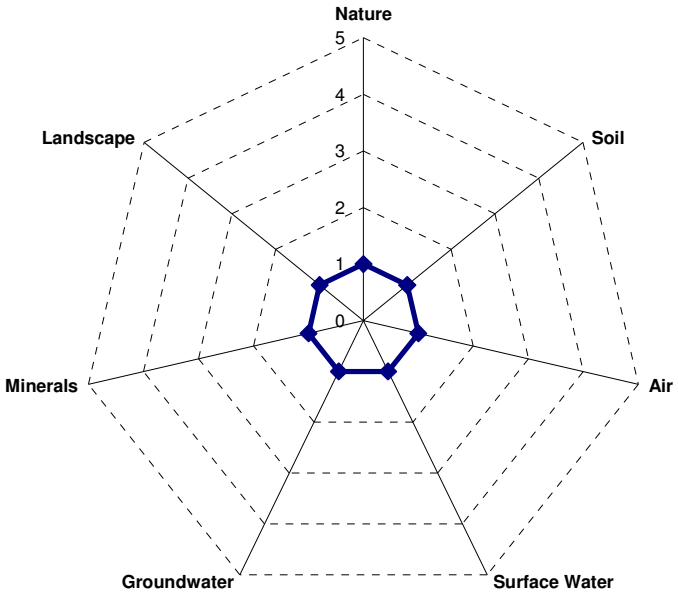
Expected effects	Direct	Indirect
Planet		
Nature	O	O
Soil	O	O
Air	O	O
Surface Water	O	O
Groundwater	O	O
Minerals	O	O
Landscape	O	O
People		
Solidarity	+	+
Citizenship	O	O
Health	+	+
Education	+	+
Living conditions	O	O
Safety	O	O
Identity and diversity	O	O
Art and cultural heritage	O	O
Profit		
Labour	+	+
Capital (goods)	++	++
Knowledge	++	++
Spatial location conditions	+	+
Economic structure	+	+
Raw and auxiliary materials	O	O

Top five most important expected direct and indirect effects
1. Knowledge
2. Capital (goods)
3. -
4. -
5. -

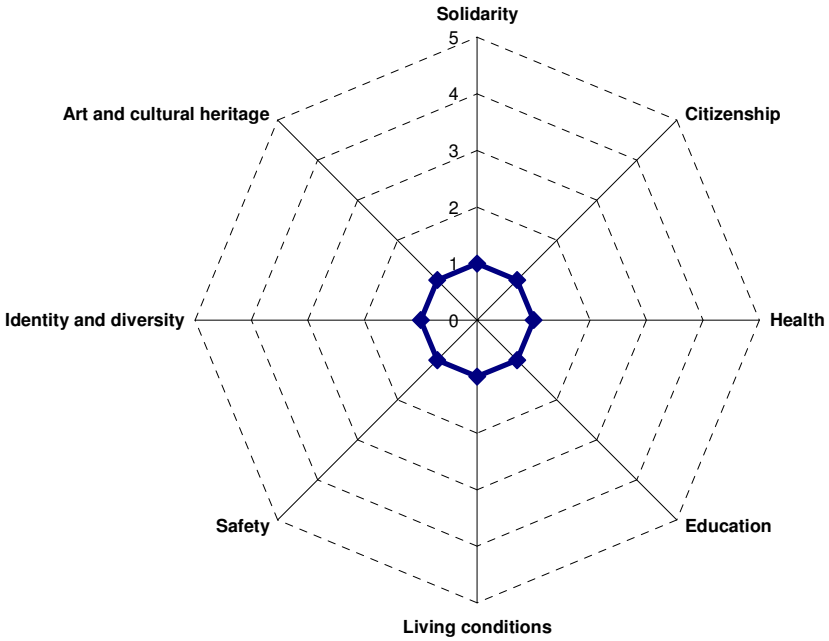
Name of the project:	Growing Trade and Innovation
Lead partner:	UKTI, Division of Business Link Wessex, UK
Partners in the project:	Business Links of South East England SE Chambers of Commerce, UK Set Squared, UK University of Southampton, UK Oxford Brookes University, UK Portsmouth University, UK Innovation Relay Centre, UK European Information Centre, UK South Area EIC, UK Enterprise and Innovation Hubs of SEE Thames Valley Economic Partnership, UK CTT PK, Cracow University of Technology, Poland Brabant Regional Development Agency EUnite – observers
Pillar of GROW:	Business Growth – Interregional Trading and integrating the supply chain
Scope of the project:	3 regions – 1 is large with many big cities. 2 of the regions contain mainly small cities.
Cooperation:	Trade and development teams, Chambers of Commerce, Technology transfer organisations and environmental bodies
Objectives:	The project builds on existing initiatives such as Passport to Export in the UK. Feedback on contracts signed will be produced at 6 months, 12 months and 24 months after each event. On average each event will generate 4.5 million euros of new trade. The sector is high tech with a strong emphasis on environmental technologies.

Relevance

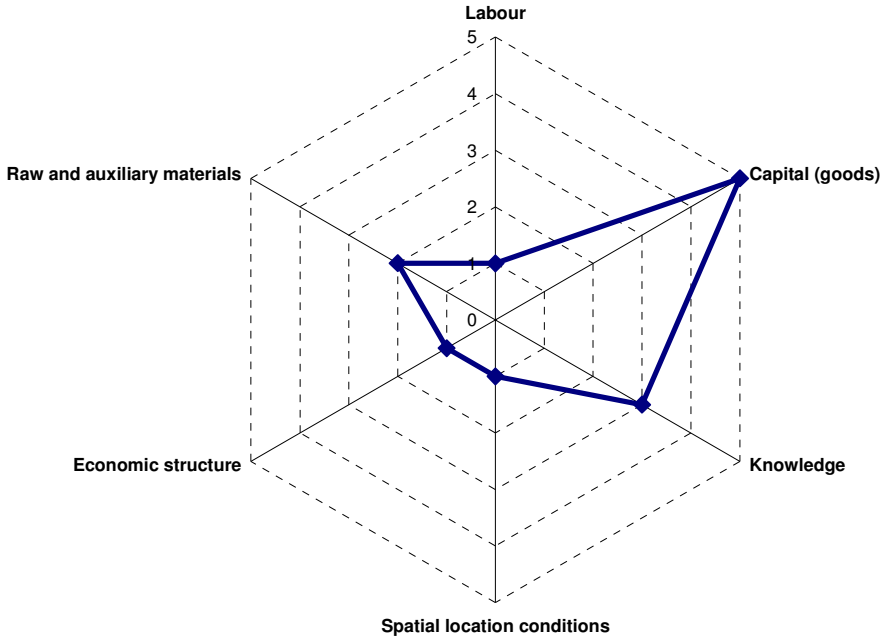
Planet



People

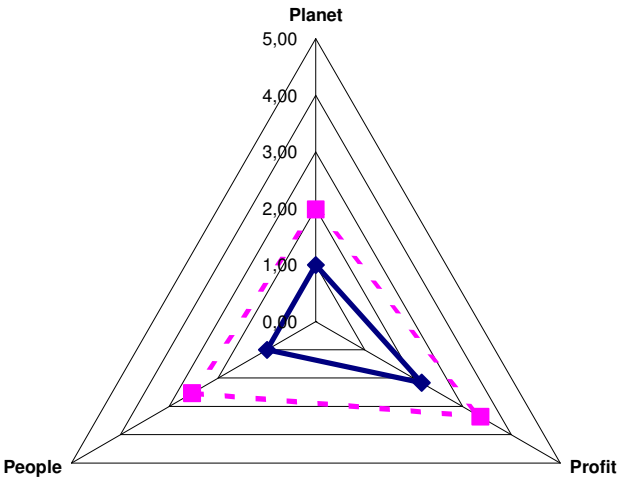


Profit



Top three most relevant issues in the project
1. Capital (goods)
2. Knowledge
3. Raw and auxiliary materials

Telos Triangle



Expected effects	Direct	Indirect
Planet		
Nature	O	O
Soil	O	O
Air	O	O
Surface Water	O	O
Groundwater	O	O
Minerals	O	O
Landscape	O	O
People		
Solidarity	O	O
Citizenship	O	O
Health	O	O
Education	O	O
Living conditions	O	O
Safety	O	O
Identity and diversity	O	O
Art and cultural heritage	O	O
Profit		
Labour	O	O
Capital (goods)	++	++
Knowledge	+	+
Spatial location conditions	O	O
Economic structure	O	O
Raw and auxiliary materials	+	+

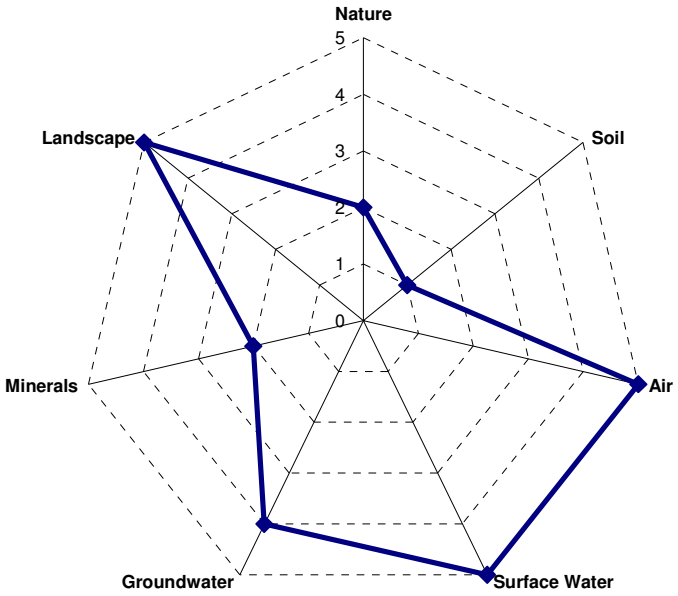
Top five most important expected direct and indirect effects
1. Capital (goods)
2. Knowledge
3. Raw and auxiliary materials
4. -
5. -

Green Growth

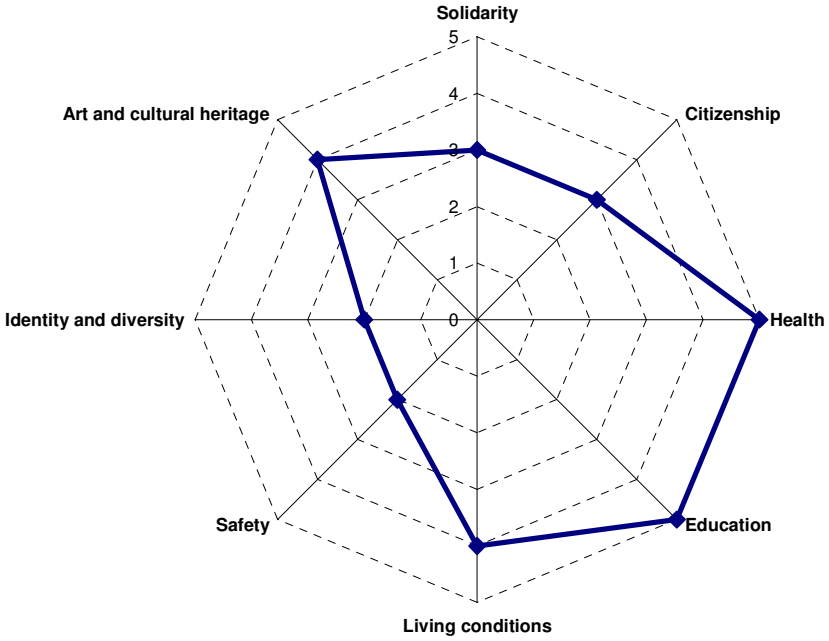
Name of the project:	GROW A 1.1.1 - Building for the Future
Lead partner:	Owen Barfield, Project Manager, AOSEC
Partners in the project:	Fundacion Laboral de la Construccion, Andalucia Spain Environment Agency, UK SEEDA, UK Learning and Skills Council, UK
Pillar of GROW:	Green growth: Sustainable Construction
Scope of the project:	Trans / Inter regional: SE England Andalucía
Cooperation:	Asset Skills; BRE; Bus Link; Carbon Trust; Dept. C&LG; CITB; EcoTec; EOI; EnviroBus; Energy Council; GOSE; GOL; Housing Forum; NCFE (Awards); Newzeye (Press); Uni of Reading; Summit Skills; Skills for Bus; Skills SE (T2G); TV Energy; Uni of Kingston
Objectives:	The project will focus on incorporating sustainable construction principles into the vocational curriculum in the UK and Spain. The target group is: Further Education establishments, architectural and engineering colleges, construction companies, trade unions, professional bodies and institutions. Key deliverables: • Undertake a review of construction curriculum's with FE and identify opportunities to include social and environmental considerations • Develop case studies and examples of good practice, promoted to target audience • Develop "how to" Guides for FE • Organise seminars & joint events to raise awareness • Design new training programmes in waste management and sustainable building

Relevance

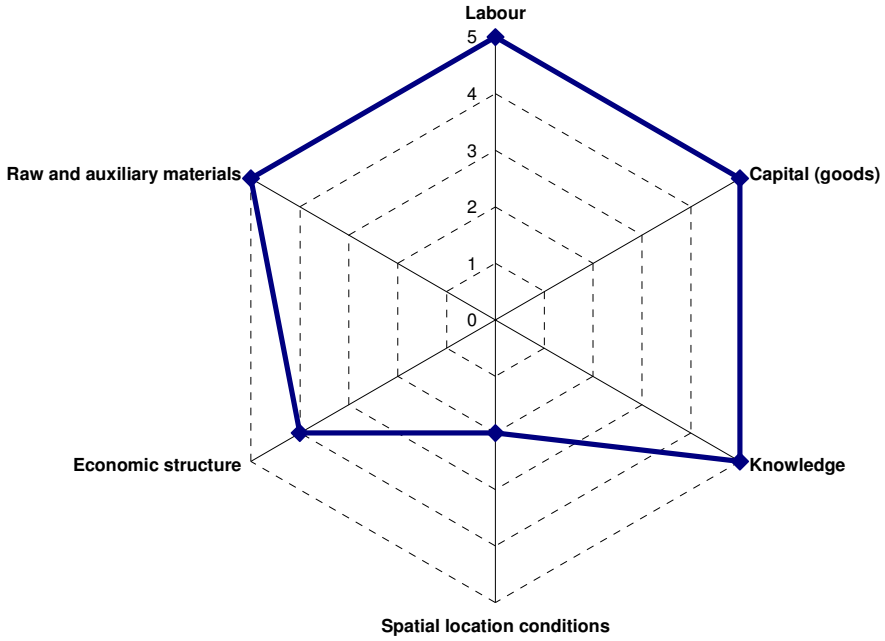
Planet



People

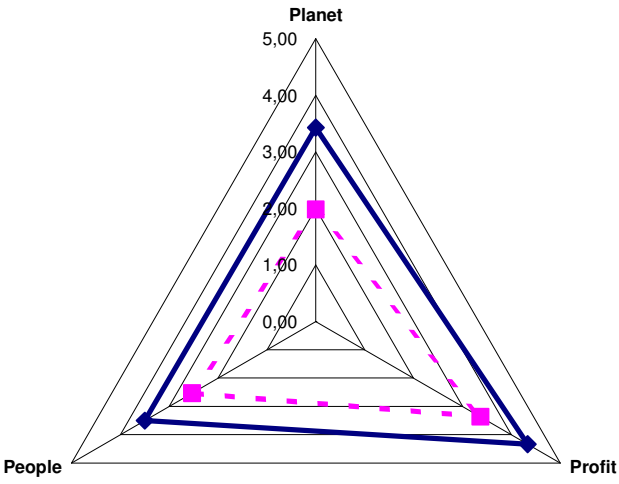


Profit



Top three most relevant issues in the project
1. Education
2. Labour
3. Knowledge

Telos Triangle



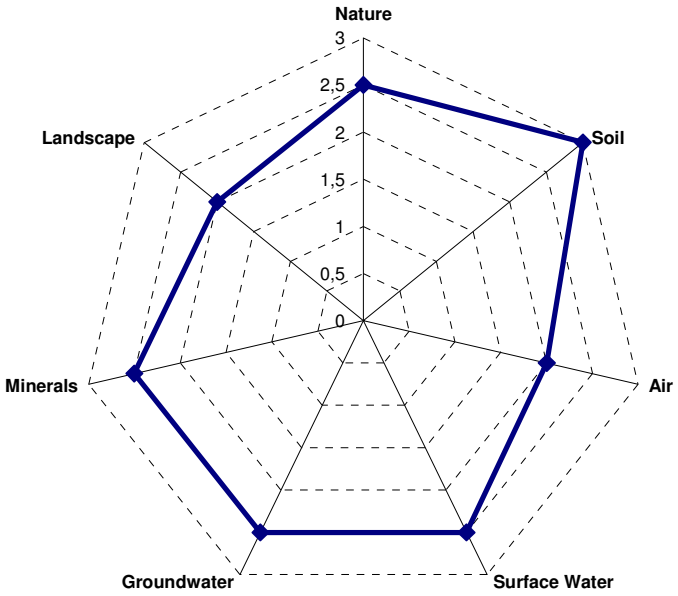
Expected effects	Direct	Indirect
Planet		
Nature	+	+
Soil	O	O
Air	++	++
Surface Water	++	++
Groundwater	+	+
Minerals	+	+
Landscape	++	++
People		
Solidarity	+	O
Citizenship	+	O
Health	++	+
Education	++	++
Living conditions	+	O
Safety	+	O
Identity and diversity	O	O
Art and cultural heritage	+	O
Profit		
Labour	++	++
Capital (goods)	++	++
Knowledge	++	+
Spatial location conditions	O	+
Economic structure	+	+
Raw and auxiliary materials	++	+

Top five most important expected direct and indirect effects
1. Knowledge
2. Labour
3. Economic structure
4. Spatial location conditions
5. Raw and auxiliary materials

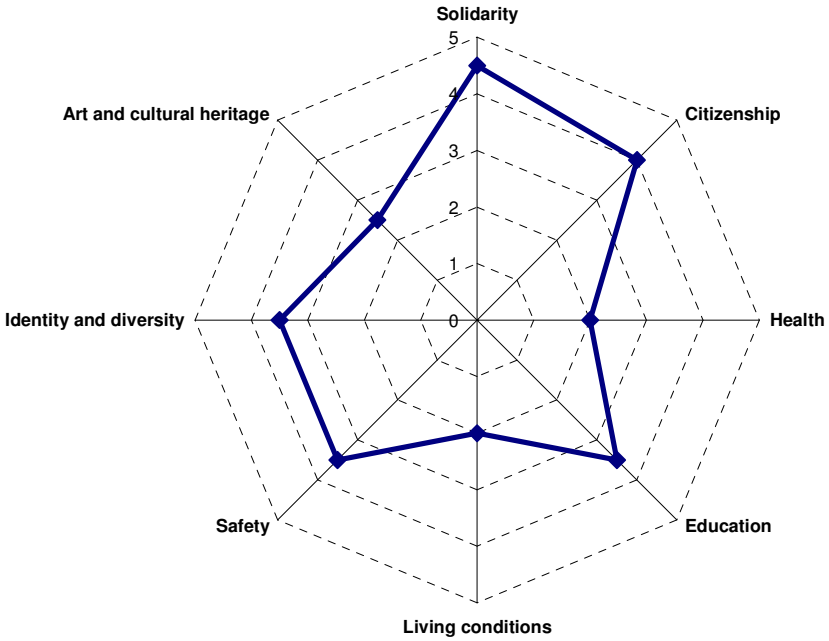
Name of the project:	FLORISPRE
Lead partner:	EGMASA, Spain
Partners in the project:	Environment Agency, UK Municipality of Piacenza, Italy
Pillar of GROW:	Green growth, flood risk prevention
Scope of the project:	Three regions and dissemination at European level
Cooperation:	Regional administrations, Municipalities, network of sustainable cities (City21), (other partners)
Objectives:	This is an innovative project with a community based approach to educate citizens on flood risk, prevention and management using multimedia to raise awareness. The project involves three participating countries (Spain, UK and Italy), the partners are the Empresa de Gestion Medio Ambiental SA, the Environment Agency and the Municipality of Piacenza. Key deliverables: • Develop educational DVD, toolkit, website • Raise awareness at 2 major events in Brussels • Each region to host a training event • Workshops to disseminate findings. These deliverables are easily transferable to other regions.

Relevance

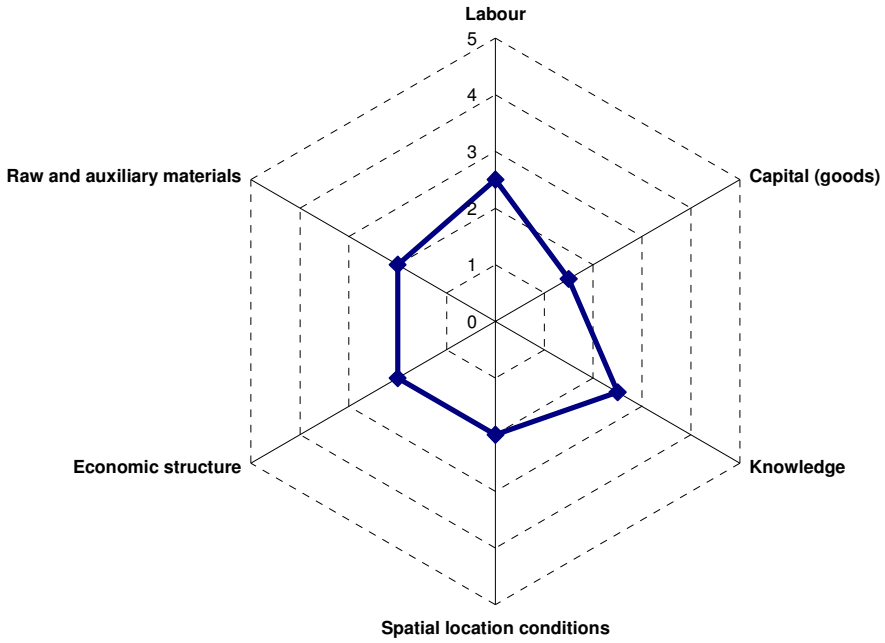
Planet



People

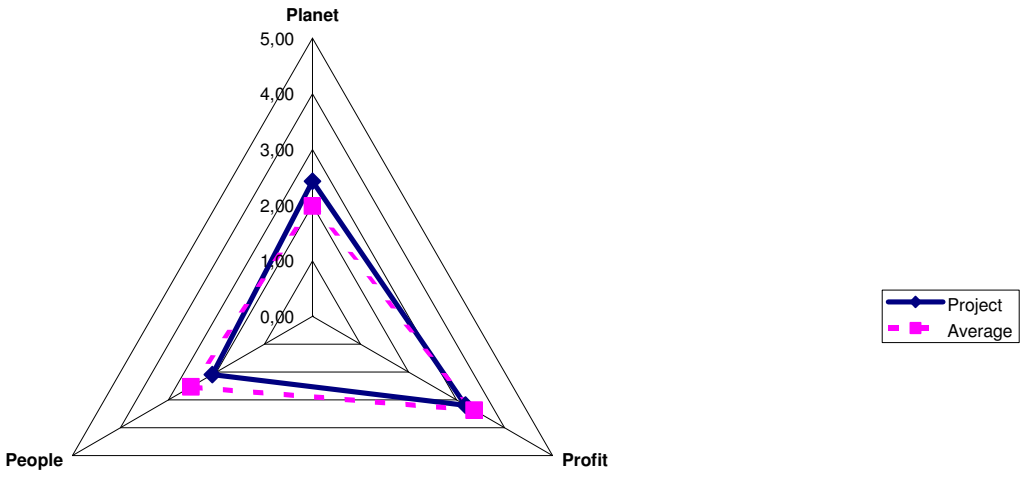


Profit



Top three most relevant issues in the project
1. Citizenship
2. Solidarity
3. Safety

Telos Triangle



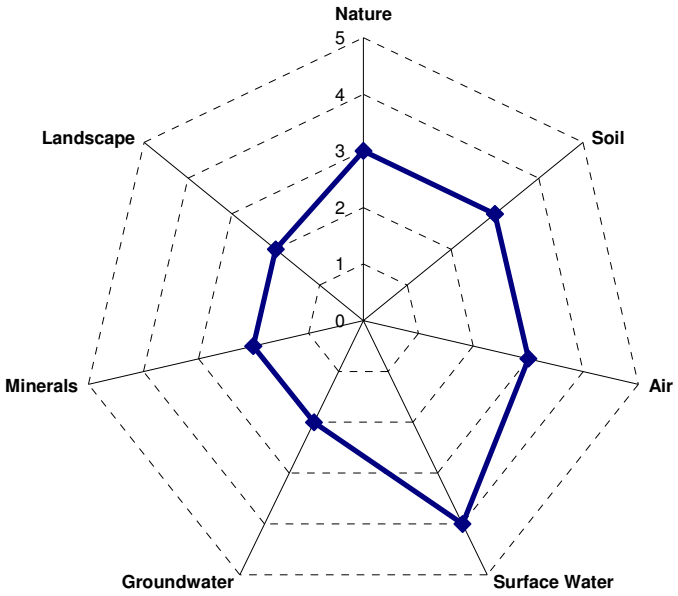
Expected effects	Direct	Indirect
Planet		
Nature	O	O
Soil	O	+
Air	O	O
Surface Water	O	+
Groundwater	O	O
Minerals	O	O
Landscape	O	+
People		
Solidarity	++	++
Citizenship	+	+
Health	O	+
Education	++	++
Living conditions	+	+
Safety	+	+
Identity and diversity	++	++
Art and cultural heritage	O	+
Profit		
Labour	O	O
Capital (goods)	O	O
Knowledge	O	O
Spatial location conditions	O	O
Economic structure	O	O
Raw and auxiliary materials	O	O

Top five most important expected direct and indirect effects
1. Education
2. Citizenship
3. Living conditions
4. Identity and diversity
5. Solidarity

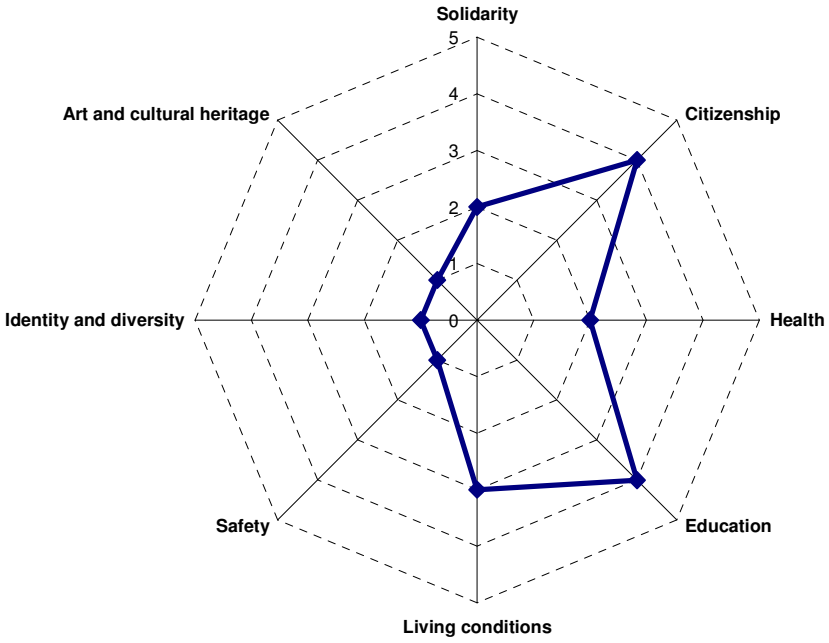
Name of the project:	Pilot Project for Sustainable Construction
Lead partner:	South East Centre for the Built Environment, SECBE, UK
Partners in the project:	Diputacion Povincial de Huelva
Pillar of GROW:	Green growth, support and implementation of programme in the field of sustainable building construction techniques.
Scope of the project:	South East of England and Andalucía in Spain
Cooperation:	Clients, Developers, Contractors, Designers, Supply Chain Companies Construction Planning representatives, Institutes, clients and salesmen, Social Services, Public and community groups Government and agencies
Objectives:	The project will develop a network of professionals of sustainable construction which will focus on 6 key areas: 1. Develop the SEE Construction Waste knowledge 2. Transfer this knowledge to Spain 3. Develop SW Spanish Energy knowledge 4. Transfer this knowledge to the UK 5. Promote the sustainable purchasing policies (developed by Suspurpol) to the SEE supply chain/construction sector 6. Research sustainable construction best practices and feature on website

Relevance

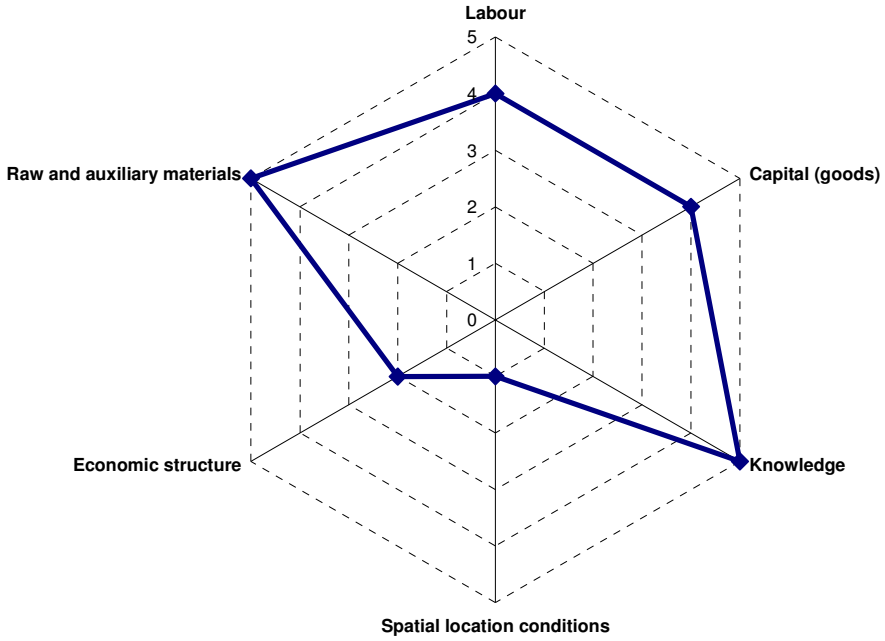
Planet



People

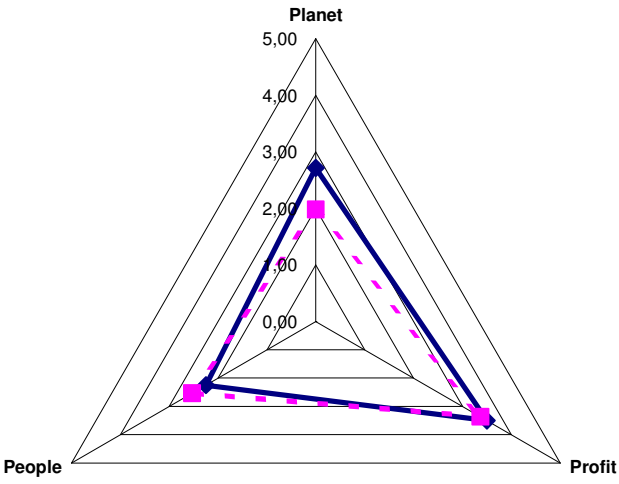


Profit



Top three most relevant issues in the project
1. Raw and auxiliary materials
2. Knowledge
3. Education

Telos Triangle

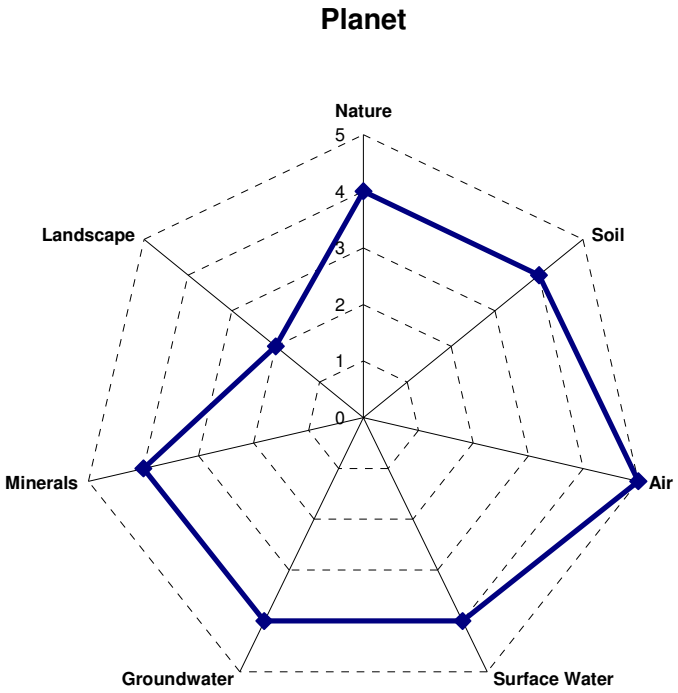


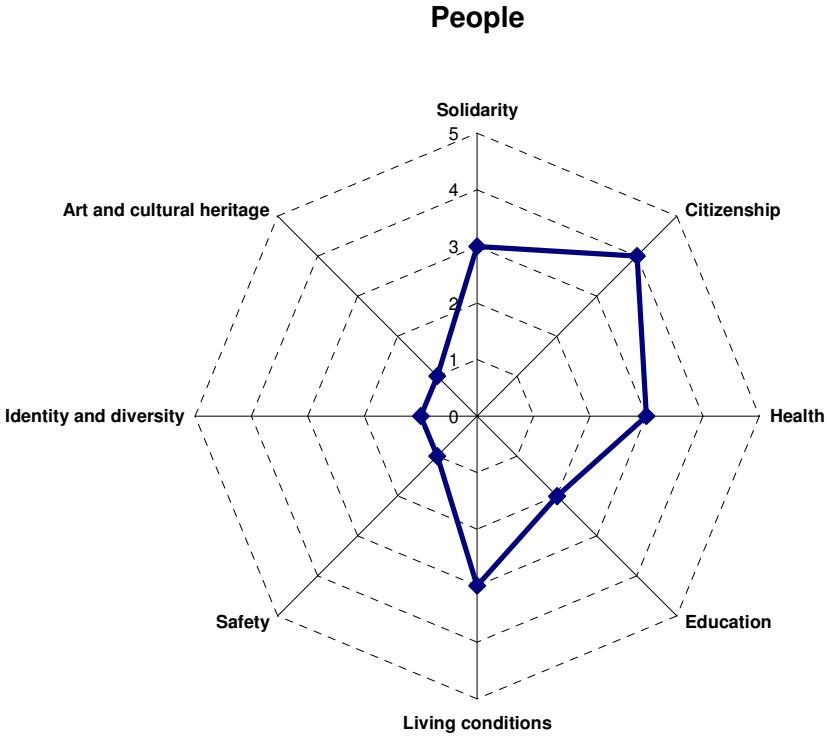
Expected effects	Direct	Indirect
Planet		
Nature	+	O
Soil	+	+
Air	+	+
Surface Water	+	+
Groundwater	+	+
Minerals	O	+
Landscape	O	+
People		
Solidarity	+	+
Citizenship	+	+
Health	O	+
Education	++	++
Living conditions	+	O
Safety	O	O
Identity and diversity	O	O
Art and cultural heritage	O	+
Profit		
Labour	+	++
Capital (goods)	+	++
Knowledge	++	++
Spatial location conditions	O	O
Economic structure	O	+
Raw and auxiliary materials	++	++

Top five most important expected direct and indirect effects
1. Raw and auxiliary materials
2. Knowledge
3. Education
4. Labour
5. Capital (goods)

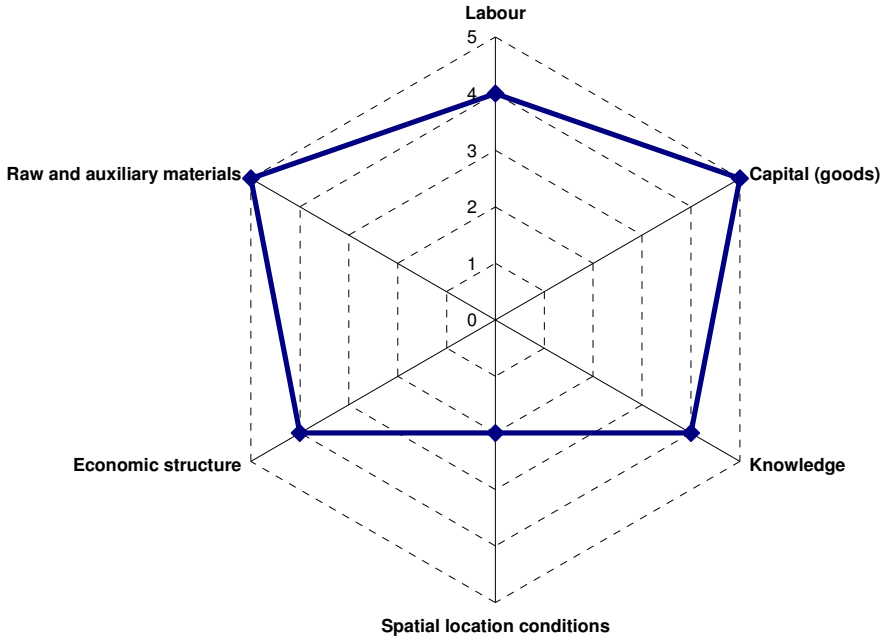
Name of the project:	RAMEA
Lead partner:	ARPA, Italy
Partners in the project:	TELOS, Netherlands Polish Academy of Science, Poland South East England Development Agency, UK Cambridge Econometrics, UK Environment Agency, UK South East England Regional Assembly, UK
Pillar of GROW:	Resource Management
Scope of the project:	Results at regional level
Cooperation:	• APAT Italian Agency for the Protection of the Environment • ISTAT Italian National Institute of Statistics • IRPET Regional Institute for Economic Planning in Tuscany • CBS Statistics Netherlands (interest in the project) • SCORE Sustainable Consumption Research Network (interest in the project)
Objectives:	The aim of this project is to realise four mutually comparable tools for a NAMEA-type Matrix (National Accounting Matrix including environmental accounts) with monetary and physical data on a regional level, to give support to policy makers in the definition of sustainable development strategies and also evaluation of policies. The tool will be made available to multiple regions. Homogenous regional statistics will in turn lead to stronger national statistics.

Relevance


Planet
Nature
Soil
Air
Surface Water
Groundwater
Minerals
Landscape
5
4
3
2
1
0

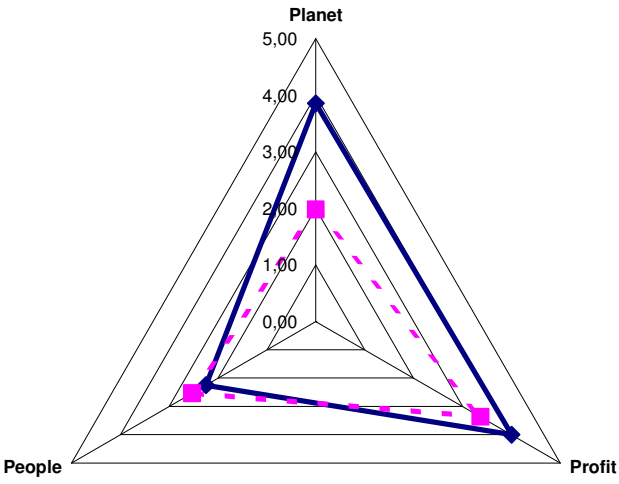

People
Solidarity
Citizenship
Health
Education
Living conditions
Safety
Identity and diversity
Art and cultural heritage
5
4
3
2
1
0

Profit



Top three most relevant issues in the project
1. Air
2. Raw and auxiliary materials
3. Capital (goods)

Telos Triangle

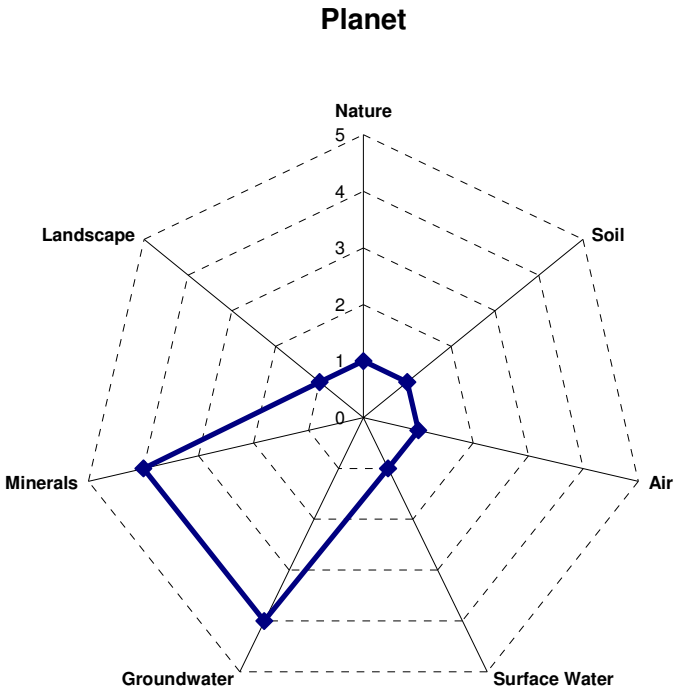


Expected effects	Direct	Indirect
Planet		
Nature	O	+
Soil	O	+
Air	O	++
Surface Water	O	++
Groundwater	O	++
Minerals	O	+
Landscape	O	O
People		
Solidarity	+	+
Citizenship	++	+
Health	O	+
Education	O	O
Living conditions	O	+
Safety	O	O
Identity and diversity	O	O
Art and cultural heritage	O	O
Profit		
Labour	+	+
Capital (goods)	++	++
Knowledge	+	+
Spatial location conditions	O	O
Economic structure	+	+
Raw and auxiliary materials	O	++

Top five of most important expected direct and indirect effects
1. Raw and auxiliary materials & Air
2. Capital (goods)
3. Citizenship
4. -
5. -

Name of the project:	Suspurpol
Lead Partner:	The Environment Centre
Other partners:	• Cracow University of Technology • Instituto Andaluz de Tecnologia • Hampshire County Council • Southampton City Council • Havant Borough Council
Pillar of GROW:	Green growth
Objectives:	The objective of the partnership is to create a blueprint for planning and purchasing in relation to sustainable built development. The target groups of the project are local authorities and the business communities, with the ambition of seting up an "international sustainable network". The project will result in the upgrade of regional spatial and environmental policy in the three regions involved. Key deliverables: • Research the barriers to sustainable development in construction • Find and test solutions across the partnership • Hold workshops to disseminate findings • Formulate policy recommendations. •
Scope of the project:	In the UK directly South Hampshire (11 Local Authorities), but the results have been disseminated to many authorities across the UK. In Spain the project has concentrated on Seville, but its findings have been disseminated across their region and the UK. In Poland they have influenced their architecture students (some 1,500) who will go on to use these methods in their working life across Poland and Europe. They have also influenced high level local authority personnel in their region. Our initial intention was to affect our respective regions, but the results have already influenced a much wider audience.
Cooperation:	Local Authorities (councillors, planners, buyers, chief executives, housing officers), Government bodies, NGOs, Developers, Sustainable technology suppliers, University tutors and students, Waste contractors, Social Housing Associations, Community groups and general public

Relevance


Planet
Nature
Soil
Air
Surface Water
Groundwater
Minerals
Landscape
5
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1
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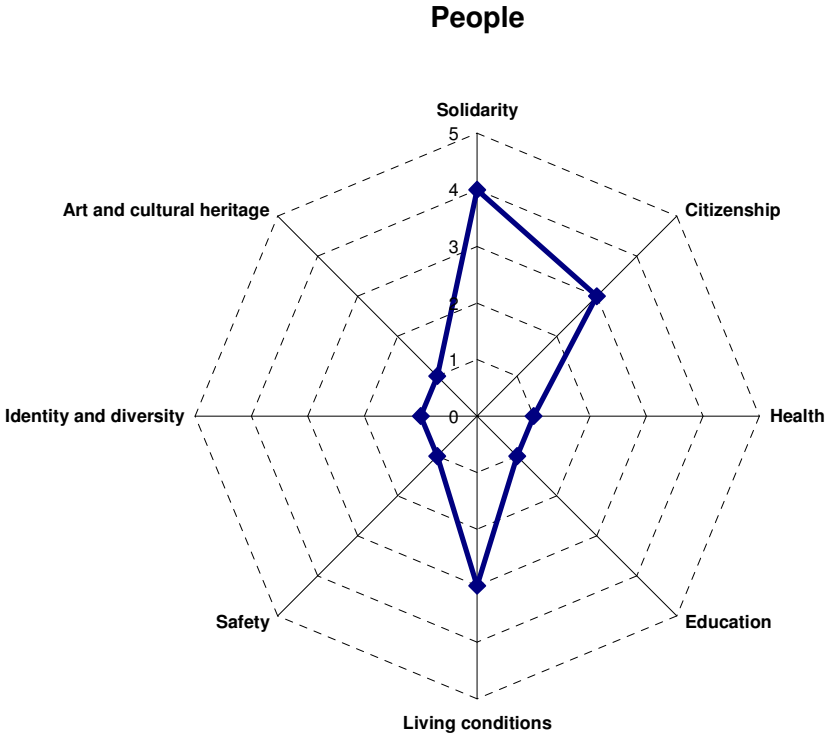
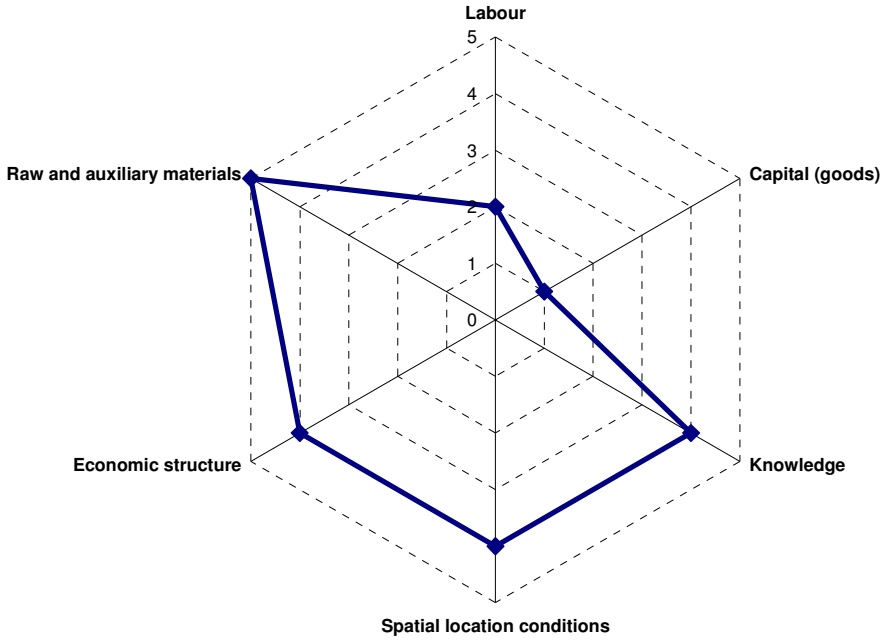
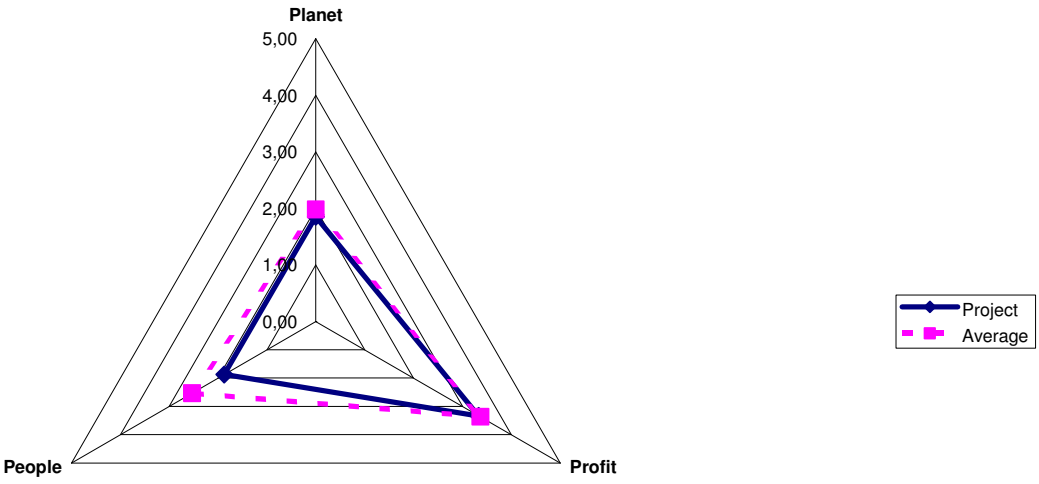

People
Solidarity
Citizenship
Health
Education
Living conditions
Safety
Identity and diversity
Art and cultural heritage
5
4
3
2
1
0

Profit



Top three most relevant issues in the project
1. Raw and auxiliary materials
2. Knowledge
3. Minerals

Telos Triangle



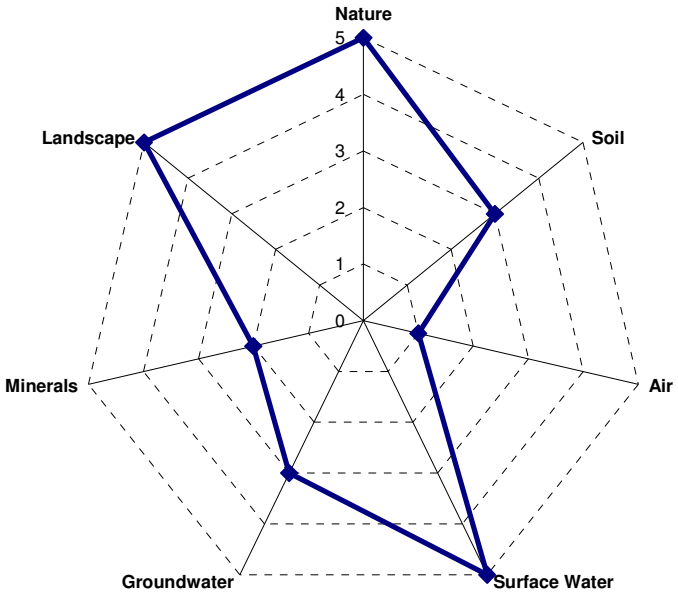
Expected effects	Direct	Indirect
Planet		
Nature	++	+
Soil	O	O
Air	O	O
Surface Water	O	O
Groundwater	+	+
Minerals	++	++
Landscape	+	+
People		
Solidarity	+	+
Citizenship	+	++
Health	O	O
Education	O	+
Living conditions	+	+
Safety	O	O
Identity and diversity	O	O
Art and cultural heritage	O	O
Profit		
Labour	+	+
Capital (goods)	+	+
Knowledge	++	++
Spatial location conditions	++	++
Economic structure	+	+
Raw and auxiliary materials	+	+

Top five most important expected direct and indirect effects
1. Raw and auxiliary materials
2. Knowledge
3. Capital (goods)
4. Economic structure
5. Education

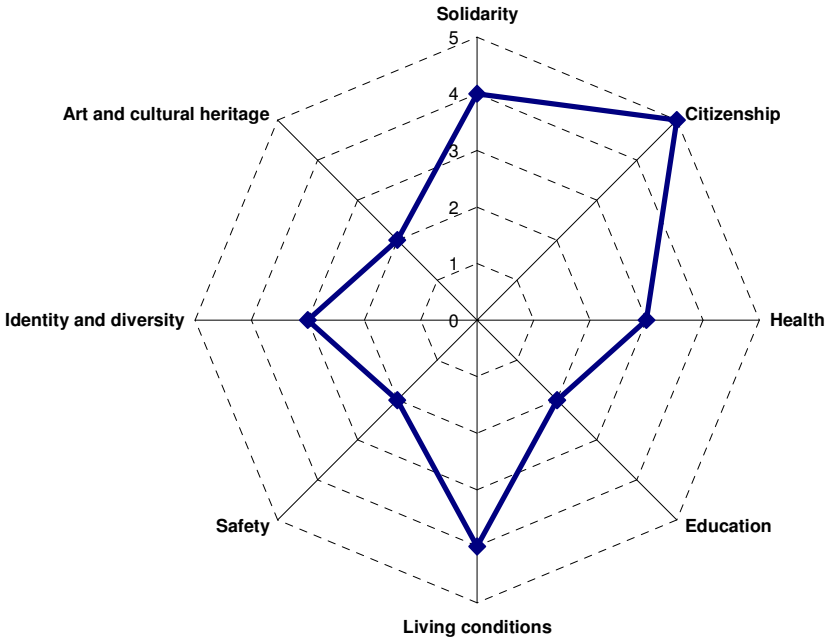
Name of the project:	RELEMCOM (REclaiming Land Empowering COMmunities) "Sustainable reuse of two former landfill sites in Brabant into nature and leisure areas" Theoretical framework and criteria for sustainability in selection process.
Lead partner:	Brabant Environmental Foundation
Pillar of GROW:	Green growth: brownfield regeneration
Scope of the project:	Province of North-Brabant and two local casus; local-(sub)regional
Cooperation:	Province of North-Brabant, Municipalities (i.e. municipality of Tilburg). Waterboards (i.e. Waterboard De Dommel) Local stake-holders (i.e. owners, initiator)
Objectives:	The aim of this project is to design a process in which former landfill and brownfield sites are redeveloped in a sustainable manner. **The regions will work towards the following objectives:** Conduct an overview of former landfill and brownfield sites Provide insight into political, financial and public support for reuse of high potential sites Research of local social needs & economical potential sites Produce visions and initial design concepts in Brabant, Malopolska and SE England Investigate alternative approaches to valuing land and optimum uses for long-term profitability Explore the different methods of choosing development partners In the UK 4-5 case study sites for regeneration have already been selected and Italy and Poland have selected 1 site each. In the Netherlands the activity around deciding upon the site for regeneration is part of this project.

Relevance

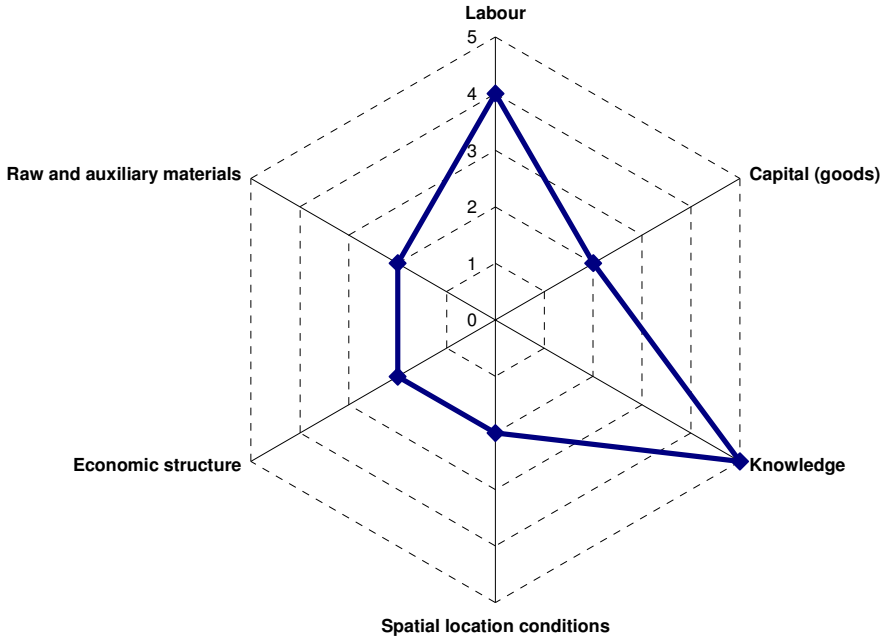
Planet



People

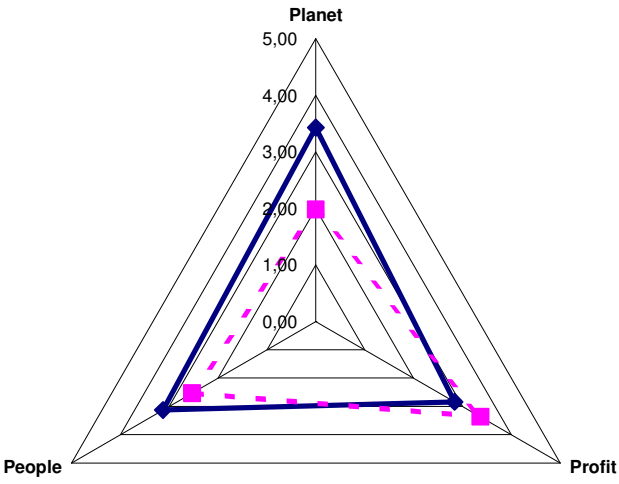


Profit



Top three most relevant issues in the project
1. Nature
2. Citizenship
3. Knowledge

Telos Triangle



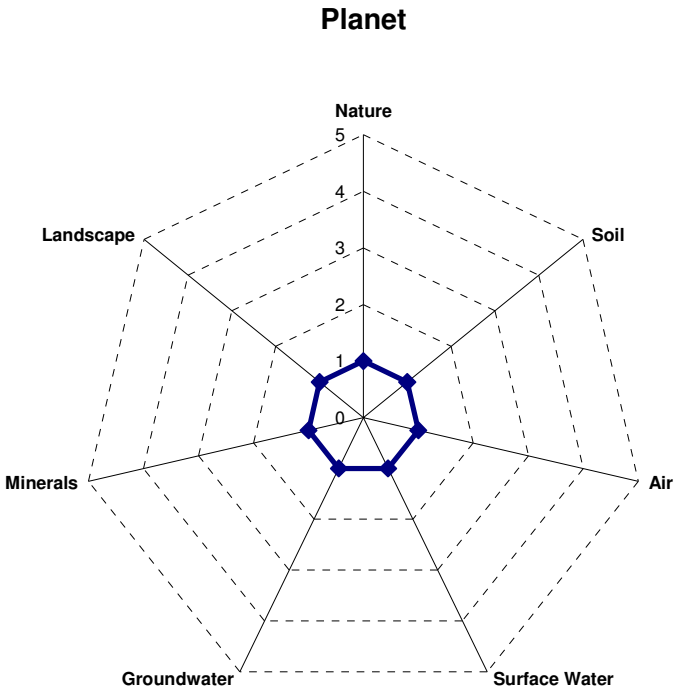
Expected effects	Direct	Indirect
Planet		
Nature	++	+
Soil	+	O
Air	O	O
Surface Water	++	+
Groundwater	O	O
Minerals	O	+
Landscape	++	+
People		
Solidarity	++	O
Citizenship	+	O
Health	+	O
Education	O	+
Living conditions	+	+
Safety	O	O
Identity and diversity	O	O
Art and cultural heritage	O	O
Profit		
Labour	+	+
Capital (goods)	+	O
Knowledge	+	++
Spatial location conditions	O	O
Economic structure	O	O
Raw and auxiliary materials	O	O

Top five of most important expected direct and indirect effects
1. Nature
2. Citizenship
3. Knowledge
4. Landscape
5. Surface water

Inclusive growth

Name of the project:	Championing Neighbourhoods
Lead partner:	Vincent Jasper, Development Officer Hope in the Community. (LEAD)
Partners in the project:	Polish Academy of Sciences, Poland Valdocco Foundation, Spain United Reform Church, UK
Pillar of GROW:	Inclusive Growth: Urban Renaissance
Scope of the project:	The scope of this project is diverse; each partner operates in a particular region within a country and through cooperation we are attempting to solve regional problems. We plan to publish a Management Framework to spread the ideas discovered and to assist others to implement improvements in their region.
Cooperation:	Voluntary service groups, Local Authorities, Not for profit organisations, Universities, Student organisations, training organisations, resident representative groups, faith groups and individuals.
Objectives:	This project aims to establish an international network of community champions with common and contrasting issues across the UK, Poland and Spain. The project will map current training needs and establish training pathways taking into consideration any potential common approaches which can be used. The project will achieve these aims by: Setting up support and training networks to further empower community champions in each region. Developing a tri-partite network, using the local groupings, to deliver an exchange of best practice and experience Disseminating information and experience from the project to a wider audience through a web site and final conference. Developing a sustainable, franchisable network that is capable of being widened to other regions in the EU. A set of at least 9 case studies to inform other regions/organisations via a final project publication/conference Developing delivery plans for pilot projects, using techniques and knowledge from the other partner regions, and to develop a future funding strategy for these plans, in consultation with stakeholders.

Relevance


Planet
Nature
Soil
Air
Surface Water
Groundwater
Minerals
Landscape
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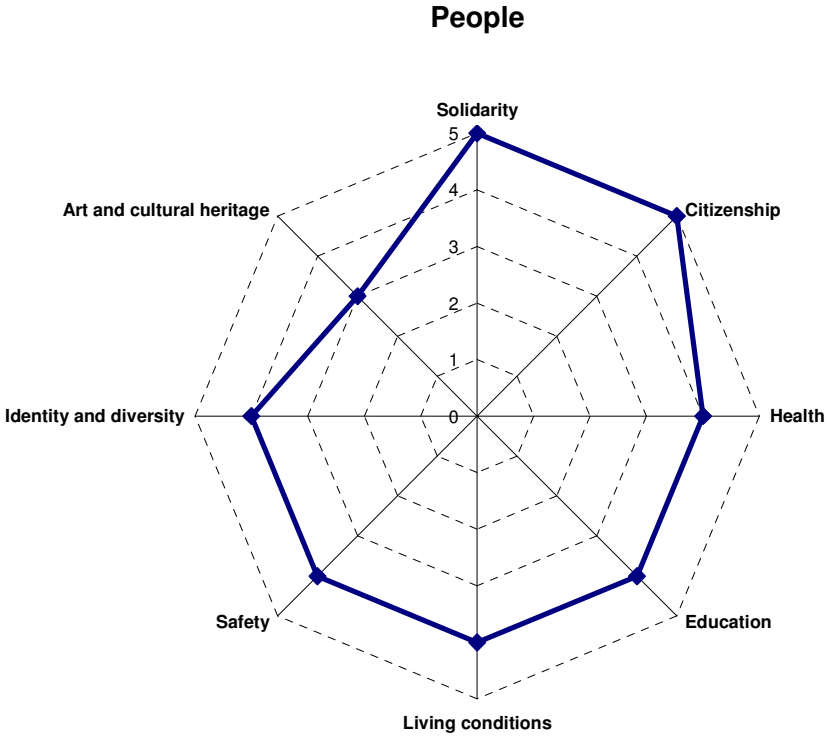
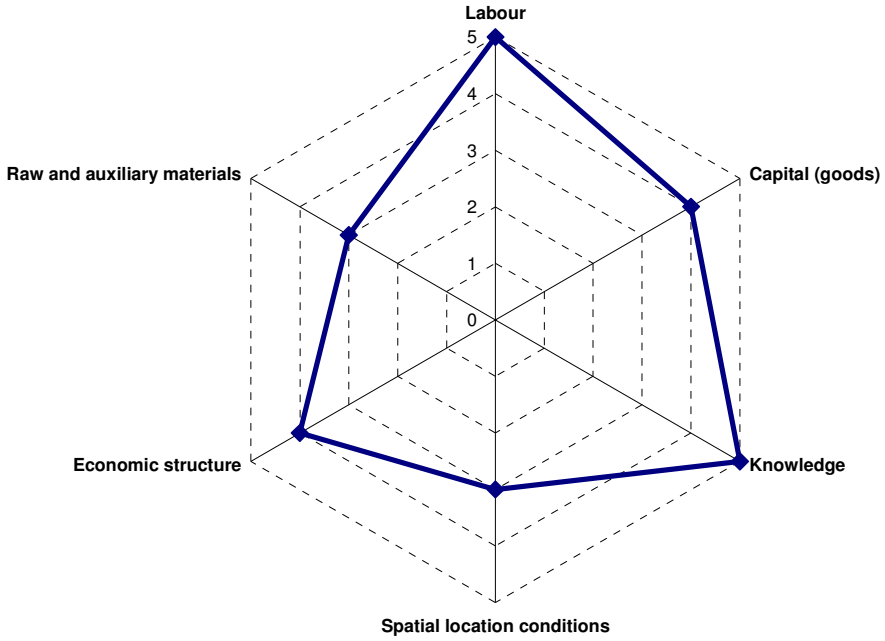
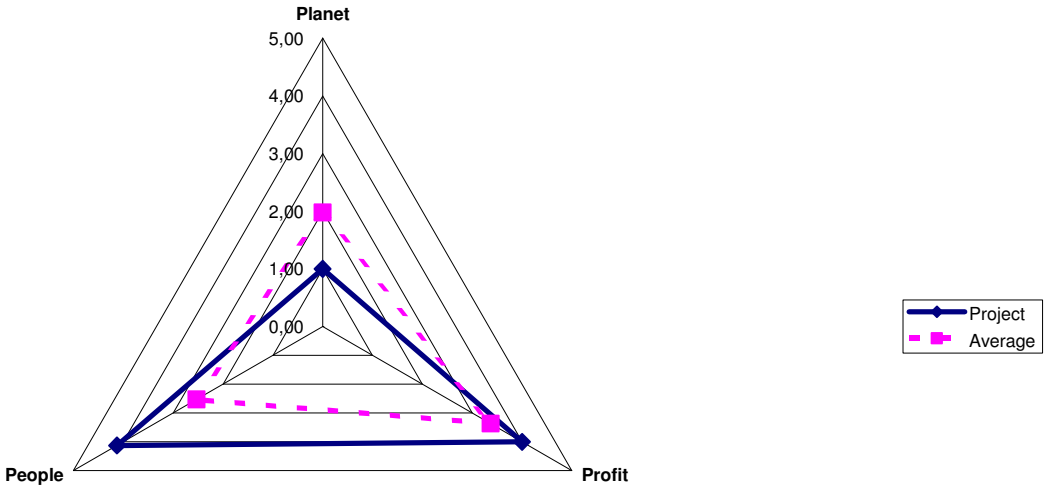

People
Solidarity
Citizenship
Health
Education
Living conditions
Safety
Identity and diversity
Art and cultural heritage
5
4
3
2
1
0

Profit



Top three most relevant issues in the project
1. Solidarity
2. Labour
3. Citizenship

Telos Triangle



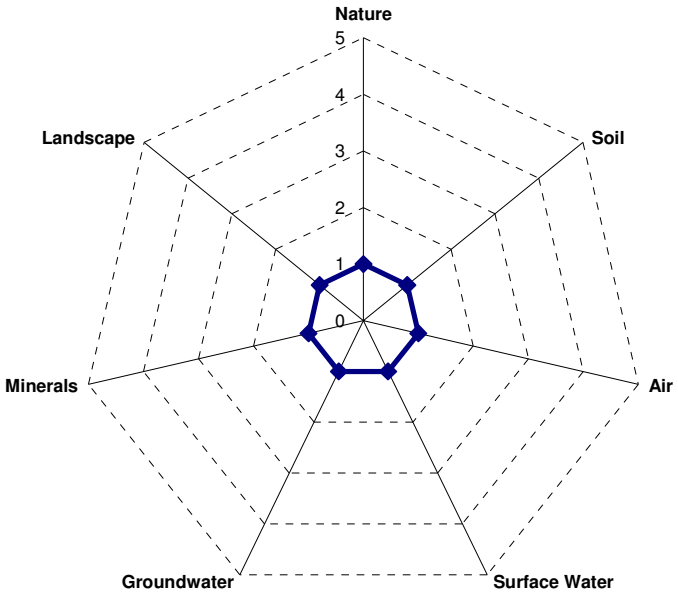
Expected effects	Direct	Indirect
Planet		
Nature	O	O
Soil	O	O
Air	O	O
Surface Water	O	O
Groundwater	O	O
Minerals	O	O
Landscape	O	O
People		
Solidarity	+	++
Citizenship	+	++
Health	O	+
Education	+	+
Living conditions	+	+
Safety	O	+
Identity and diversity	+	++
Art and cultural heritage	+	+
Profit		
Labour	+	++
Capital (goods)	O	O
Knowledge	+	++
Spatial location conditions	+	O
Economic structure	O	O
Raw and auxiliary materials	O	+

Top five of most important expected direct and indirect effects
1. Solidarity
2. Knowledge
3. Labour
4. Citizenship
5. Identity and diversity

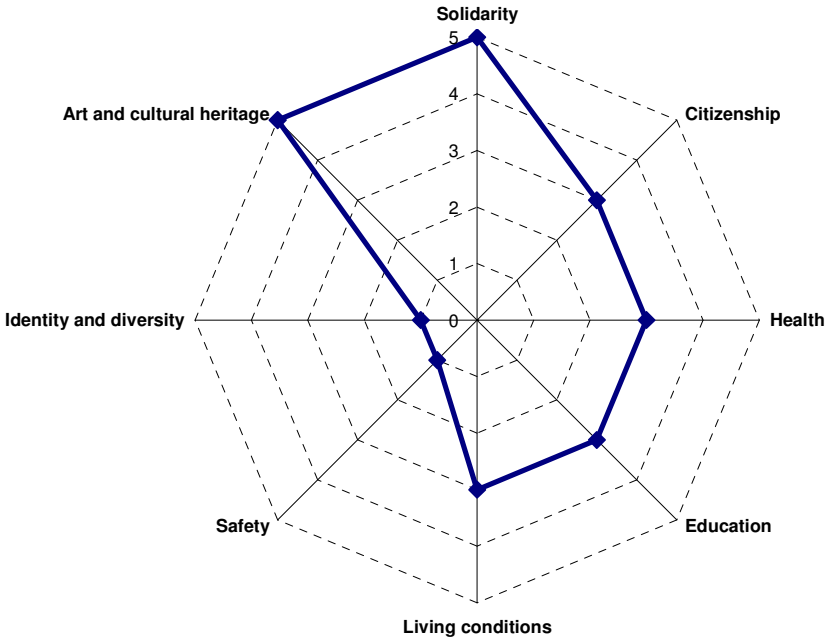
Name of the project:	ECOSOCIAL
Lead partner:	PROVINCIA DI PIACENZA
Partners in the project:	Confederacion de Entidades para la Economia, Spain
Pillar of GROW:	Inclusive growth: Development of social enterprises whose primary objective is to deliver social or environmental benefits
Scope of the project:	The main objective is the consolidation of the social entrepreneurial system in Emilia-Romagna and Andalusia, which are two large regions.
Cooperation:	Social cooperatives.
Objectives:	The main objective of this project is the cohesive, inclusive and sustainable development of deprived areas through the entrepreneurial development of the social economy enterprises. The partners are the Confederación de Entidades para la Economía Social de Andalucía and PROVINCIA DI PIACENZA in Italy. They will develop tools for the social economy enterprises which have a major impact on inclusive growth. They will widen the knowledge base of these companies paying particular attention to organisational/management instruments franchising, spin-offs, consortiums and joint ventures. The project will also increase the internationalisation level of the social economy enterprises. This will be achieved by: • Conducting comparative research on social enterprises in Andalucia and Emilia-Romagna and further a field • Defining the five best practices from the above research (in terms of replicability) • Producing two models of support and advice for social enterprises, rolled out in the two regions • Study visits • Handbook of best practices.

Relevance

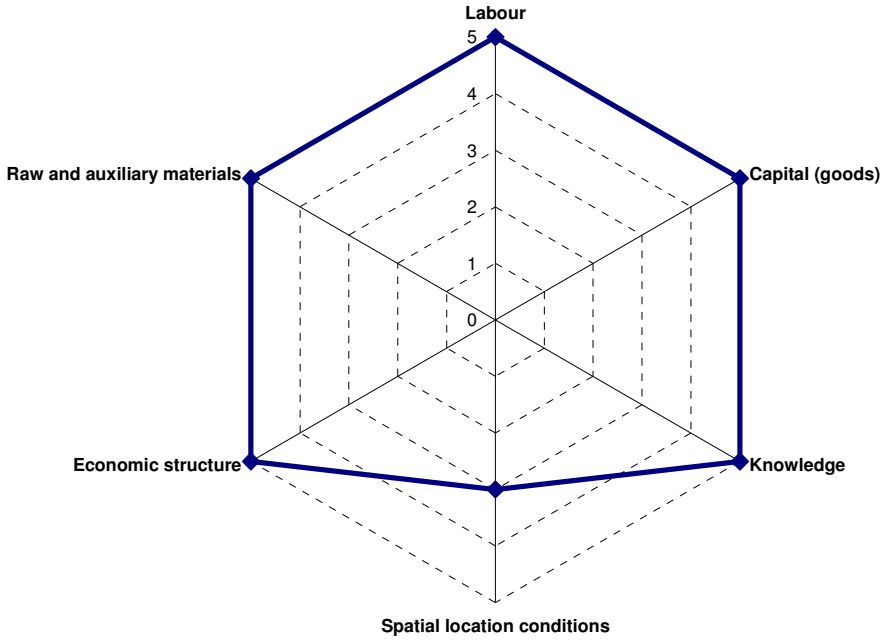
Planet



People

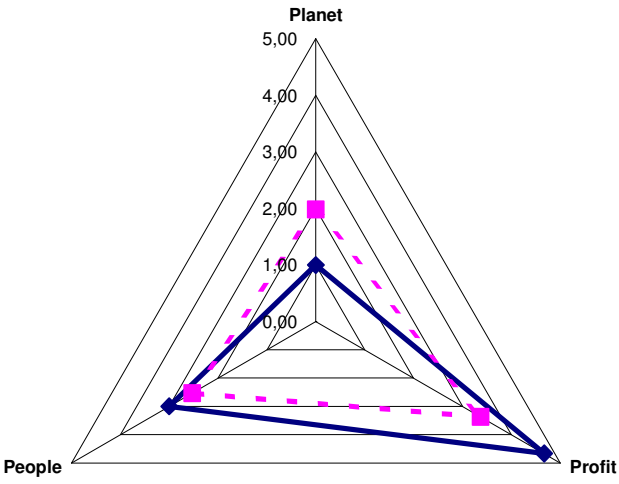


Profit



Top three most relevant issues in the project
1. Labour
2. Knowledge
3. Solidarity

Telos Triangle



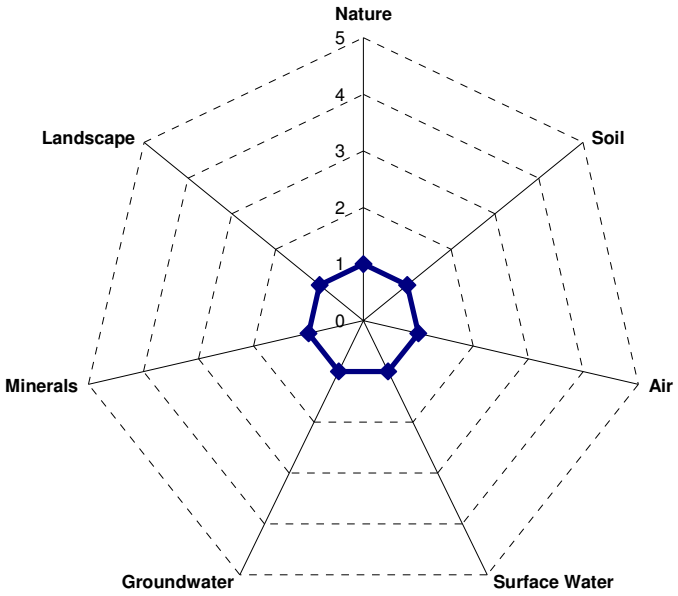
Expected effects	Direct	Indirect
Planet		
Nature	O	O
Soil	O	O
Air	O	O
Surface Water	O	O
Groundwater	O	O
Minerals	O	O
Landscape	O	O
People		
Solidarity	++	++
Citizenship	+	+
Health	+	+
Education	+	+
Living conditions	+	+
Safety	O	O
Identity and diversity	O	O
Art and cultural heritage	++	++
Profit		
Labour	++	++
Capital (goods)	++	++
Knowledge	++	++
Spatial location conditions	+	+
Economic structure	++	++
Raw and auxiliary materials	++	++

Top five of most important expected direct and indirect effects
1. Labour
2. Capital (goods)
3. Knowledge
4. Solidarity
5. -

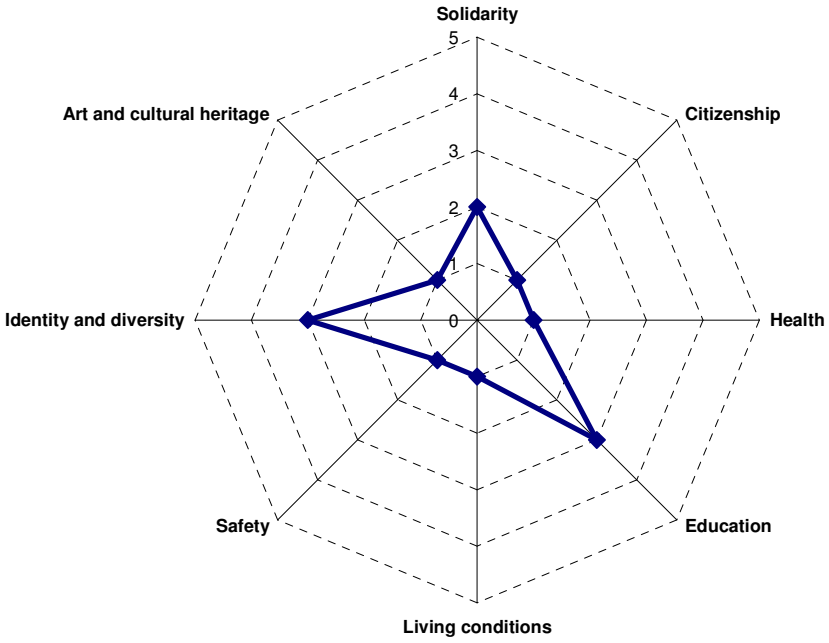
Name of the project:	Funding Enterprising Women FEW!
Lead partner:	Finance South East
Partners in the project:	Fundacion Mujeres, Spain Business Link Solutions, Faringdon, UK Instituto Andaluz de la Mujeres, Spain Fundacja Kobieca, Poland PON, Institute for Advice, Research and Development in Noord-Brabant, Netherlands
Pillar of GROW:	Inclusive Growth; Models and best practices in human resources management
Scope of the project:	UK, Holland, Spain and Poland
Cooperation:	Banks, Business Angels, Business Support Organisations, Women's Networks, Prowess, Regional Development Authorities, Local Press.
Objectives:	The aim of this project is to bring down the barriers women face in accessing finance to start or grow their business. The project will gain an in depth and practical understanding of the specific financial barriers in a number of key target segments. This project involves 2 countries UK and Spain. The partners involved are Finance South East, Business Link Solutions, Business Link Berkshire & Wiltshire and Fundacion Mujeres, Instituto Andaluz de la Mujer in Andalucia, the institute for Advice research and development in Noord-Brabant and the Fundacja Kobieca eFKa in Poland. The partners will pilot practical models for tackling the identified barriers with at least 120 women entrepreneurs in SE England and Andalucia.

Relevance

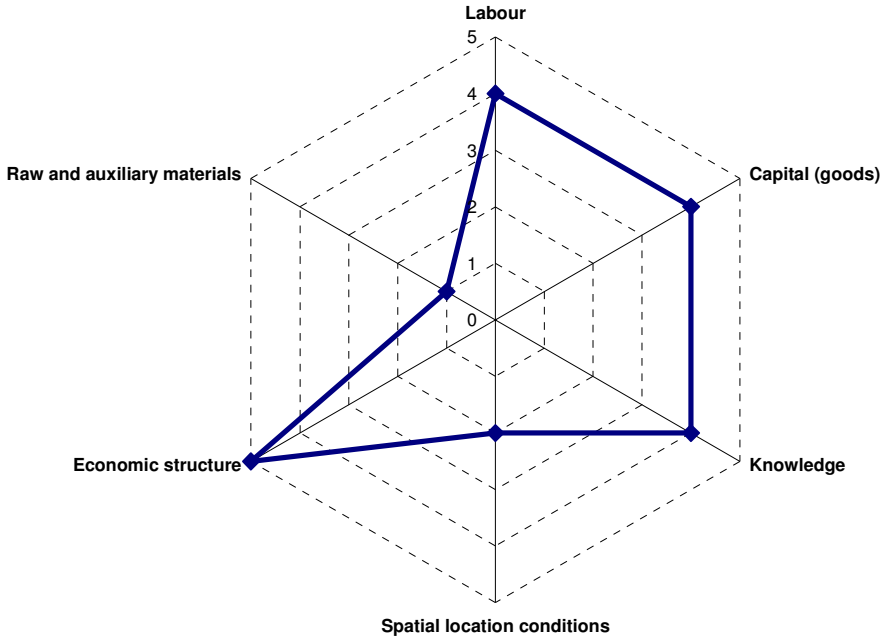
Planet



People

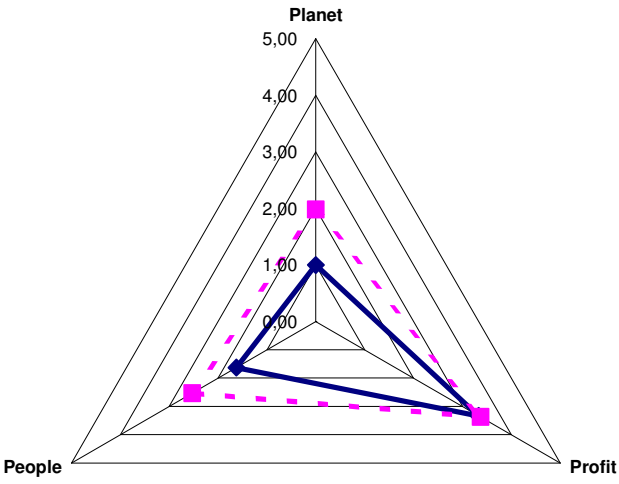


Profit



Top three most relevant issues in the project
1. Economic structure
2. Capital (goods)
3. Knowledge

Telos Triangle



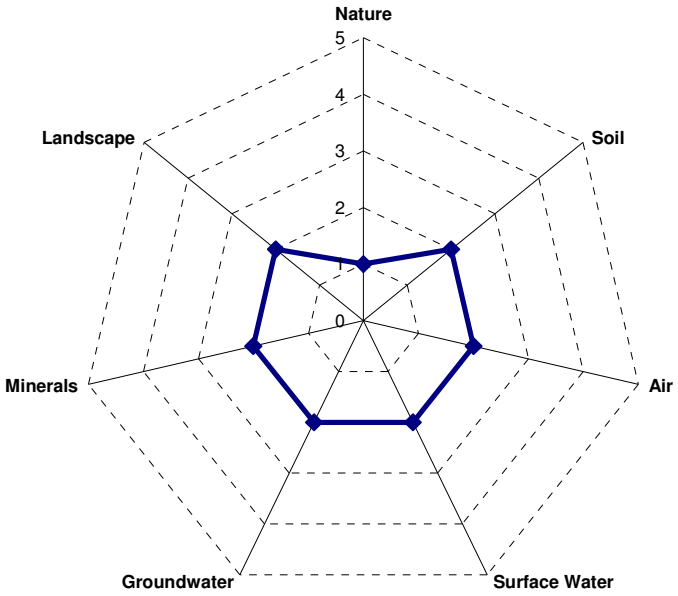
Expected effects	Direct	Indirect
Planet		
Nature	O	O
Soil	-	O
Air	O	O
Surface Water	O	O
Groundwater	-	O
Minerals	O	O
Landscape	O	O
People		
Solidarity	O	+
Citizenship	O	O
Health	O	O
Education	+	+
Living conditions	O	O
Safety	+	+
Identity and diversity	O	O
Art and cultural heritage	O	O
Profit		
Labour	+	+
Capital (goods)	+	+
Knowledge	+	+
Spatial location conditions	+	+
Economic structure	++	++
Raw and auxiliary materials	O	O

Top five most important expected direct and indirect effects
1. Economic structure
2. Capital (goods)
3. Knowledge
4. Labour
5. Education

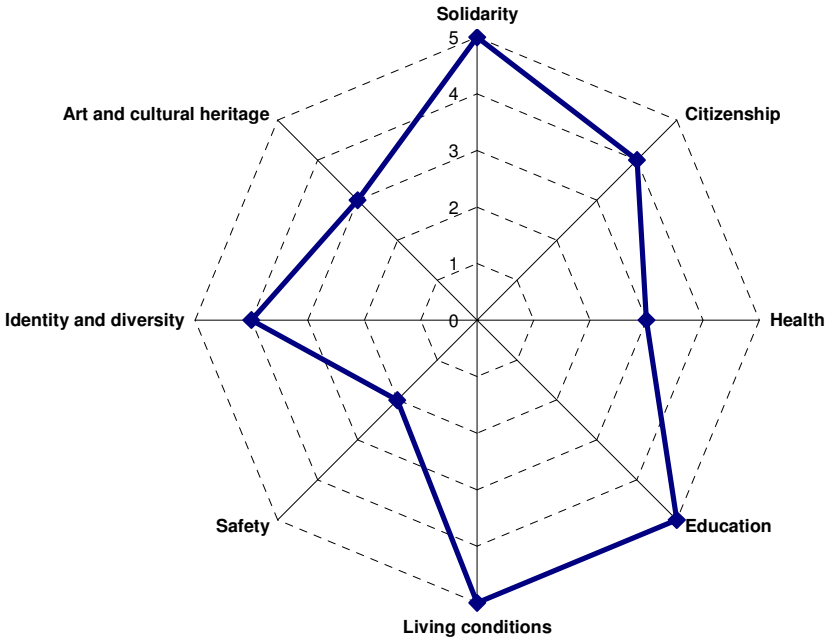
Name of the project:	LEARNING REPRESENTATIVES IN BRABANT AND ANDALUCIA. LEARNING REPS.
Lead partner:	Manolo Abril. Project Manager, Fundacion Esculapio
Partners in the project:	Province of Noord-Brabant, Netherlands Konig Willem 1 College, Netherlands
Pillar of GROW:	Inclusive Growth, Models and best practices in Human Resource Management
Scope of the project:	Inter-regional. Medium-sized cities.
Cooperation:	NGO's and TRADE UNIÓNS
Objectives:	This project aims to upskill low skilled workers in both Holland and Spain. The partners involved are the Fundacion ESCULAPIO in Spain and the Provincie Noord-Braband, PSW and Educatiestichting Koning Willem 1 College in the Netherlands. Both partner regions will use the workers themselves to promote and attract other members of the workforce to take up training opportunities. A toolkit with instructions, information and advice will be provided to those who act as ambassadors for the training programmes. The courses will mainly focus on numeracy, literacy, social and basic computer skills. **The deliverables of the project are:** Promote a new understanding of the employee/employer relationship Fit out a room for training purposes and provide training that is of interest to the workers Promote a life long learning culture among workers who are in danger of exclusion (5-10 learning representatives and 50 staff receiving training via e-learning in each of the 3 pilot schemes) Promote a life long learning culture using the workers who display leadership capabilities.

Relevance

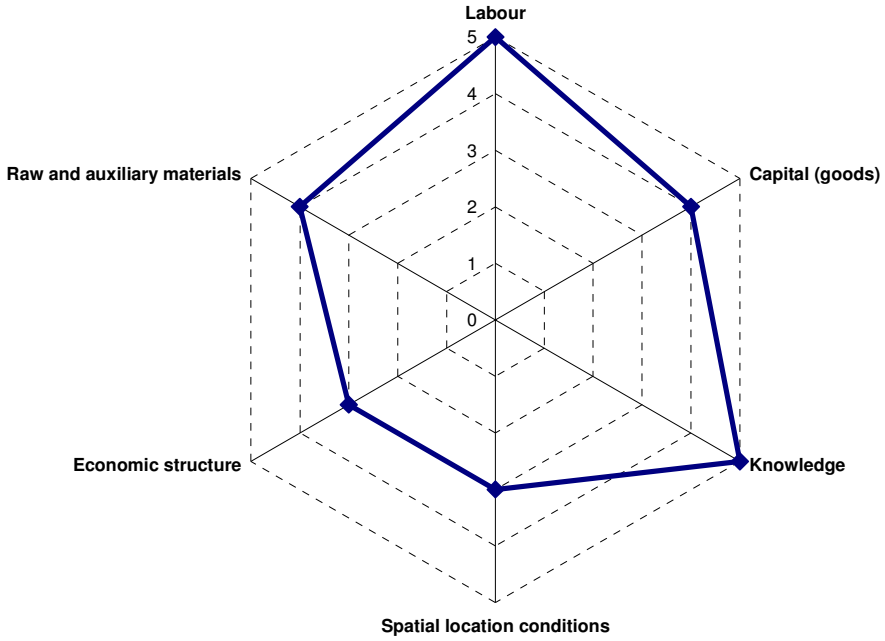
Planet



People

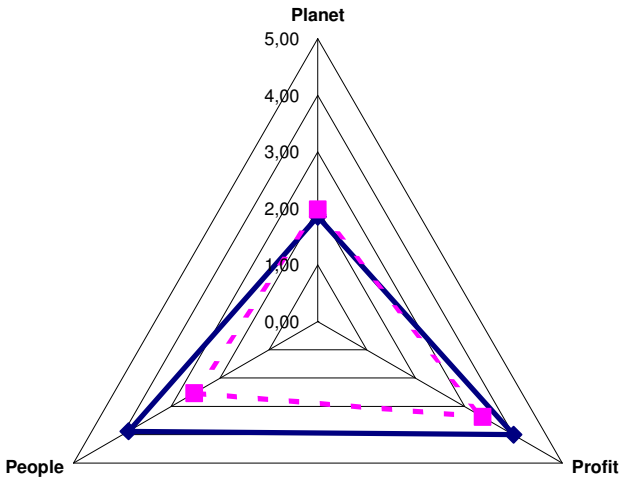


Profit



Top three most relevant issues in the project
1. -
2. -
3. -

Telos Triangle



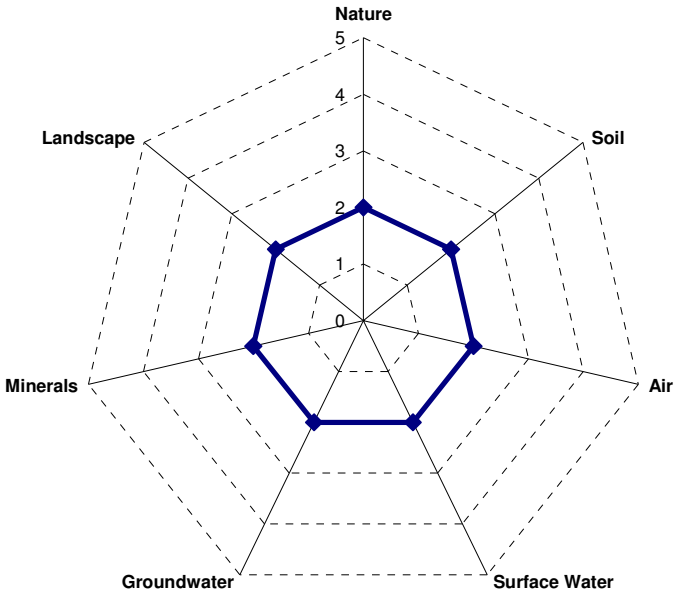
Expected effects	Direct	Indirect
Planet		
Nature	O	+
Soil	+	++
Air	+	++
Surface Water	+	++
Groundwater	+	++
Minerals	+	+
Landscape	+	+
People		
Solidarity	++	++
Citizenship	+	++
Health	+	O
Education	++	++
Living conditions	++	++
Safety	O	O
Identity and diversity	+	+
Art and cultural heritage	O	O
Profit		
Labour	++	++
Capital (goods)	+	+
Knowledge	++	++
Spatial location conditions	+	+
Economic structure	+	+
Raw and auxiliary materials	+	++

Top five most important expected direct and indirect effects
1. Labour
2. Knowledge
3. Education
4. Solidarity
5. Soil

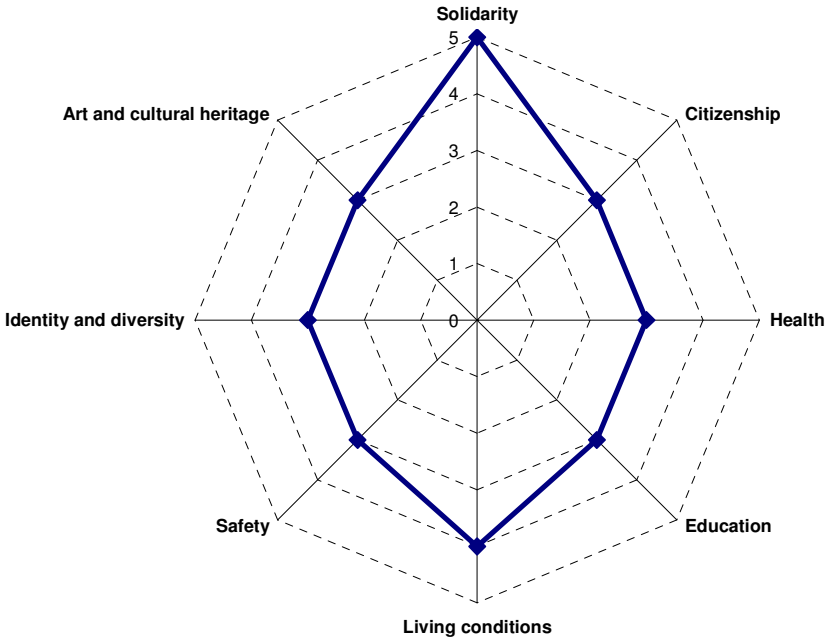
Name of the project:	"SOCIAL ON BUSINESS"
Lead partner:	Fundación Red Andalucía Emprende
Partners in the project:	MARR S A, Poland Enham, UK FORMART, Italy
Pillar of GROW:	Social Inclusion – A model of entrepreneurship for the socially excluded – Development of Social Enterprises
Scope of the project:	4 partners' regions – primarily urban areas, yet in the UK more rural. In Andalusia, both rural and urban.
Cooperation:	Third sector; public sector – dealing with employment issues, social integration, social assistance; private sector- socially responsible companies.
Objectives:	The project has three main goals: • Analysis of the social, territorial and labour environment, looking at determining the factors leading to social exclusion, encouraging benchmarking and exchange of best practice between partner regions • Development of a training and awareness programme for advisers and key stakeholders working with people at risk of social exclusion encouraging in particular the taking up of entrepreneurial activities • To make recommendations and a good practice manual influencing Public Social Policies.

Relevance

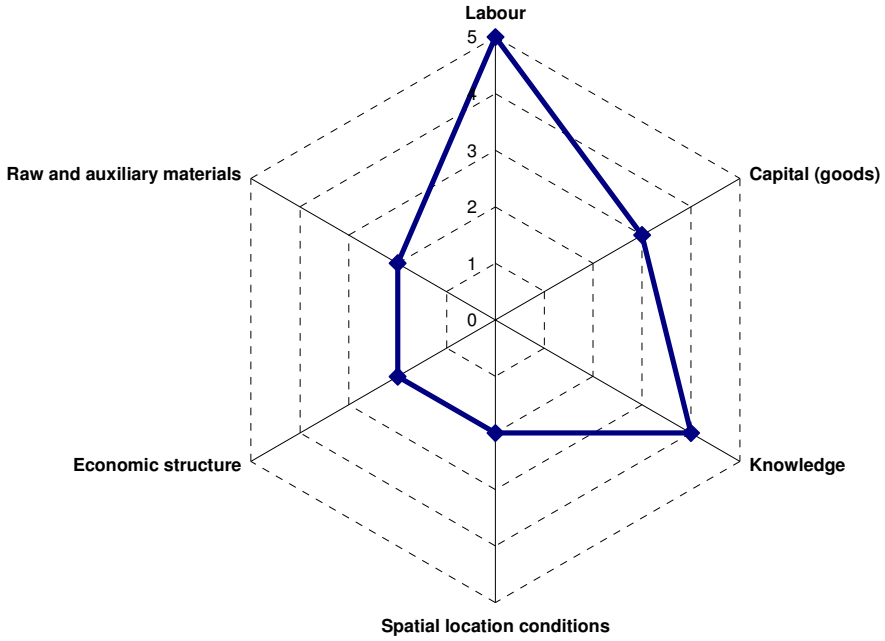
Planet



People

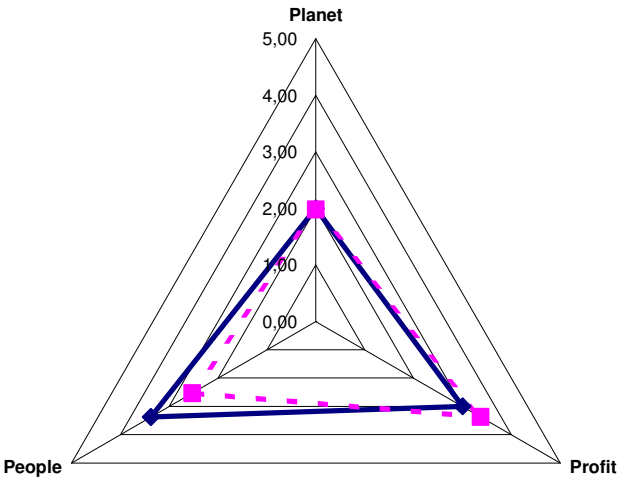


Profit



Top three most relevant issues in the project
1. Labour
2. Solidarity
3. Living conditions

Telos Triangle



Expected effects	Direct	Indirect
Planet		
Nature	O	O
Soil	O	O
Air	O	O
Surface Water	O	O
Groundwater	O	O
Minerals	O	O
Landscape	O	+
People		
Solidarity	++	++
Citizenship	+	+
Health	+	+
Education	+	+
Living conditions	++	++
Safety	+	+
Identity and diversity	+	+
Art and cultural heritage	+	+
Profit		
Labour	++	++
Capital (goods)	+	+
Knowledge	++	++
Spatial location conditions	O	O
Economic structure	+	+
Raw and auxiliary materials	O	O

Top five most important expected direct and indirect effects
1. Labour
2. Solidarity
3. Living conditions
4. Knowledge
5. Nature