

# *Marshall Plan 2.Green*

## *1.6 billion euros for 6 priorities*

In August 2005, the Walloon Government adopted the priority action plan for the future of Wallonia - better known as the Marshall Plan - which concentrated over 1 billion euros on 5 defining priority areas:

- Create competitiveness clusters
- Stimulate business creation
- Reduce company taxation
- Promote research and innovation in line with business
- Improve the skills of the workforce

In view of the resulting successes and the commitment of all bodies to continue along the path set out by the Marshall Plan, the Government is entering a new phase, through a "Marshall Plan 2.Green".

Once again, this plan highlights and complements sectoral policies outlined in the regional policy statement, in order to focus additional resources on a certain number of priorities and measures distinguished by their defining nature. It is also combined with the short-term actions of the anti-crisis plan which is subject to specific guidance.

In the difficult budgetary situation imposed by the crisis, the logic of optimal allocation of public moneys driven by the Marshall Plan is needed more than ever as a guide for regional action.

Within this framework, the Walloon Government, fuelled by experience and independent evaluation, has chosen to confirm and consolidate the measures from the first Marshall Plan which have proven their effectiveness. Thus it will strengthen actions to promote a framework conducive to the creation of businesses and jobs, consolidate the priority attention given to research and its use, improve personal and childcare services and enhance skills and knowledge, in the framework of an unprecedented connection between "education" and socio-economic realities.

The focus of the first Marshall Plan relating to the reduction in taxation remains a key area of the Marshall Plan 2.Green. The removal of anti-economic taxes that are a burden on companies, sanctioned by decree, is maintained, despite the budgetary difficulties generated by the international crisis.

In addition to this confirmation, the Marshall Plan 2.Green incorporates new guidelines, particularly for broader integration of the "sustainable" dimension, rich in opportunities. To this effect, the Government will launch "Employment-Environment" Alliances, introduce a 6<sup>th</sup> competitiveness cluster dedicated to new environmental technologies and reinforce the "sustainable development" concern in the Marshall Plan and across all of its policies.

In total, over 1.6 billion euros will be allocated to this "Marshall Plan 2.Green" to which 1.15 billion euros of alternative financing will be added.

To achieve the different attainment targets in this new action plan, the Region will have the necessary tools for a clear and rigorous management. The budgetary resources will also be concentrated on the most defining areas for sustainable growth in Wallonia.

In order to fulfil these principles of good governance, the Walloon Government intends in particular to:

- Continue to confirm its choices by systematically using independent juries and objective analyses;
- Ensure effective and continuous management of this plan, in particular through its coordination by the special representative, the establishment of a balanced scorecard and the creation of an administrative task force uniting the administrative services of the Walloon Region and the Wallonia/Brussels Federation;
- Implement quarterly monitoring of the smooth running of the plan and conduct periodic assessments by independent experts, involving social partners;
- Provide, financially, a specific budget management system. The purpose of this provision is to allow flexible and dynamic management of the Marshall Plan budgets, facilitating budgetary adjustments depending on the implementation of actions.

Within the framework of this "Marshall Plan 2.Green", the Walloon Government will also ensure greater synergies between Wallonia and Brussels (as well as the country's other Federal entities) where they can be developed in an effective and mutually beneficial way. This involves in particular:

- Improving synergies in public policies through a more effective structure with the Wallonia/Brussels Federation. In practical terms, this structure will be reflected by the organisation of specific joint Governments every three months, during which the progress of all the Plan's measures will be presented to Walloon and Wallonia/Brussels Federation Ministers.
- Defining a coherent working arrangement with the Brussels-Capital and Flemish Regions, a clear association with the German-speaking Community and an on-going partnership with local authorities;
- Allowing bodies from the Brussels-Capital Region to participate in Walloon competitiveness clusters;
- Optimising and enhancing the synergies developed with the Brussels-Capital Region with a view towards a "win-win" partnership at all stages of research and its industrial development.
- Developing, in consultation with the Brussels-Capital Region, the first Employment-Environment Alliance dedicated to the energy efficiency of buildings and sustainable construction;

- Increasing, in partnership with the Brussels-Capital Region, regional measures in terms of training and education, particularly in order to develop facilities and infrastructures for training operators and secondary and higher education establishments as much as possible;
- Promoting, in partnership with the Brussels-Capital Region the increase in company internship places;
- Optimising and enhancing the synergies developed with the Brussels-Capital Region regarding measures in terms of infrastructures and the development of jobs in the childcare and social care sectors.
- Promoting, with the Brussels-Capital and Flemish Regions and the German-speaking Community, synergies encouraging language learning and mobility among workers.

Finally, an overall assessment of the plan and a review of its achievements will be conducted independently at the end of the term of office, as has already been performed for the Marshall Plan.

## 6 DEFINING PRIORITY AREAS

### Priority area I: An asset to be developed: human capital

#### ***Attainment target:***

Create jobs and increase partnerships and synergies between education and training bodies to make "lifelong learning" a reality that gives each person independence and serves regional development

#### ***Investment:***

**337 million euros**

Although not explicitly included in the Marshall Plan 2.Green, some actions contributing to the Plan's objectives, such as further reform of sandwich courses and the establishment of the French-speaking service for professions and qualifications (SFMQ), will be completed alongside it.

Furthermore, with regard to training, the Government has adopted an integrated strategy for priority areas 1 and 5 (Employment-Environment Alliances).

#### • **Measures**

#### **1. Collectively mobilise those involved in education, professional training and employment**

##### a) ***Develop communities and create training centres***

#### ***Attainment targets:***

- Encourage synergies and improve consistency between the establishments in different networks at school level;

- Bring together representatives from vocational education, social promotion education, higher education organising "job-based" baccalaureates, along with training bodies, sectoral funds for companies, the public service for employment and social partners around common objectives. Together, they will act to standardise the training offer and create genuine courses of study which help to promote training continuity for future workers and be part of a consultation and management process by local bodies.

**Actions:**

1. Develop communities:

- o Implement the "Sub-regional and incentive bodies" (school communities) act;
- o Clarify the scope and concept of community, in particular by mapping communities with a view to creating training centres satisfying local socio-economic requirements and bring the various existing sub-regional organisations closer together.

2. Create training centres within the communities:

The attainment target is to:

- o Create partnerships between local organisations, for example through a call for tenders, in particular with a view to standardising the training offer and promoting life-long learning for future workers;
- o Appoint a steering committee to be responsible for identifying or analysing current experiments and defining the key criteria to be satisfied so that a consortium of bodies with one or several projects can become a training centre;
- o Create partnerships in each community favouring a networking approach rather than infrastructure development;
- o Look at the possibility of accrediting training centres.

***b) Increase the involvement of the professional sectors and formalise their commitments operationally***

***Attainment target:***

Clarify sectoral agreements - framework and specific - in order to formalise the commitment of partners.

**Actions:**

This action will be used to clarify and monitor sectoral agreements in the following 12 areas:

- The promotion of technical jobs in line with and complementing other actions performed;
- The participation of the French-speaking service for professions and qualifications, the *Service francophone des Métiers et des Qualifications*;
- The guarantee of internship and apprenticeship places on sandwich courses;
- Support for language learning;
- Analysis of the employment and training market;

- An increase in the number of job offers and information about accessible sectors via the FOREM (Walloon employment and training service) website;
- Increased investment in job seeker training;
- Training for workers from the sector;
- Support for activities organised by the Skills centres, Advanced Technology Centres and training centres;
- Support in validating skills;
- Support for professional entrance into the job market;
- Support for equal opportunities.

Consequently, the drafting, if it proves opportune, of other framework or specific sectoral agreements.

c) ***Promote and develop technical and scientific jobs and the industries that involve them***

***Attainment target:***

Increase interest in scientific and technical jobs with young people, the general public and the business world.

***Actions:***

1. Combine the energies of the various bodies in order to define and create an integrated plan to promote scientific and technical jobs for the benefit of all. This will involve in particular, the *Carrefours Emploi Formation* training and employment resource centres, the French community's Psycho-Medico-Social Centres, public and private operators, vocational education, social promotion education, higher education, professional sectors, etc.
2. Continue the actions conducted by the *Carrefours Emploi Formation* resource centres within the framework of the first Marshall Plan in terms of promoting jobs in short supply by extending them to all jobs in demand, including those related to sustainable development policies.

Particular attention will be paid to combating stereotypes in terms of training and employment.

**2010 -2014 Quantified attainment target:** 52,500 people benefiting from awareness initiatives 15% of which in Employment-Environment Alliances and other green jobs.

d) ***Improve and increase advice***

***Attainment target:***

Provide an advice offer which takes into account the realities of the job market and provides effective information about them.

***Actions:***

Develop practical advice initiatives in line with the world of work.

This action aims to develop an advice offer which helps job seekers (particularly those supported by FOREM and as a priority, young people and workers who have been made redundant) to choose a promising job based on firm and practical information about performing this job. The favoured approach consists in offering a trial of one or several jobs in a training centre, which allows increased use of the infrastructures and avoids oversubscription of company internship places. It will focus in particular on in demand jobs or those related to sustainable development policies. The job trials and practical advice initiatives will be developed for young people as a priority, in FOREM and IFAPME (Walloon sandwich course and SME training institute) training centres, and with other operators through calls for tenders.

**2010 -2014 Quantified attainment target:** 11,600 beneficiaries 15% of which are in Employment-Environment Alliances and other green jobs.

e) ***Guarantee maximum accessibility to training centres for everyone***

***Attainment target:***

Allow access to state-of-the-art facilities located near to academic establishments.

***Actions:***

1. Develop the partnership between the Walloon and Brussels-Capital Regions and the Wallonia-Brussels Federation to ensure unified and consistent development of the Walloon skills centres and community advanced technology centres, in partnership with the Brussels-based reference centres.
2. Continue the efforts of the first Marshall Plan in terms of cooperation between education and vocational training in the skills centres, so as to achieve at least 3,700,000 hours dedicated to vocational education (including IFAPME trainees), social promotion education and non-university higher education in 2013.

**2010 -2014 Quantified attainment target:** 3,729,000 skill centre hours 15% of which are in Employment-Environment Alliances and other green jobs.

## 2. Develop and improve employment assistance schemes

### ***Attainment target:***

Improve the effectiveness of schemes for finding work, by simplifying them and strengthening their links with the employment assistance policy for job seekers.

### ***Actions:***

1. Sustain and develop employment through employment promotion aid (APE) in the trade sector;

### **Quantified attainment target:** 500 jobs per year

2. Sustain employment promotion aid (APE) jobs for young people awarded within the framework of the Marshall Plan (trade sector), by developing new jobs and optimising their use.

### **Quantified attainment target:** 600 jobs per year

3. Assess the employment promotion aid (APE) mechanism, and if needed, adapt the regulations and simplify the procedures;
4. Evaluate the professional transition programmes (PTP) system;

## 3. Satisfy market requirements by improving the training offer and facilitating the placement of job seekers

### a) *Improve the effectiveness of the "Language" Plan*

### **Attainment target:**

Support the development of a functional multilingualism in all Walloon residents by combining the efforts of the Walloon Government with those of the French Community Government so that everyone achieves a true linguistic ability.

### ***Actions:***

Award language immersion grants and organise training courses for the different target audiences by maximising the efficiency of measures and adapting them to the target countries, partnerships, target audiences and the duration of the immersion course;

This action is an extension of the first Marshall Plan. It aims to improve the effectiveness of the "Language" Plan refocusing it on people close to the employment market (job seekers, young people in the final year of vocational education and students at the end of higher education in studies



with an international dimension), while maintaining language training for young linguists and job seekers in general. As in the first Marshall Plan, particular attention will be paid to the learning of Dutch and German.

The Marshall Plan 2.Green will only be responsible for the costs of the beneficiaries of the grants, the public interest bodies or administrations managing these grants will be responsible for the management costs.

#### 1. Grants and training courses for job seekers

- Grants for job seekers aimed at helping them to attend several weeks immersion course at a language training centre in a European country or another Belgian language community to learn English, Dutch or German, or for a company internship for one or several months.

**2010 -2014 Quantified attainment target: 5,500 grants**

- Create language training modules for job seekers;

This involves maintaining an intensive language training offer (English, Dutch, German) for job seekers and/or people who begin with a short immersion course.

**2010 -2014 Quantified attainment target: 773,675 training hours**

#### 2. Training courses for workers

- Issue 'training-cheques' for workers for language learning by maximising the measure's effectiveness and implementing a plan to combat fraud, by working with FOREM and the cheques commission.

**2010 -2014 Quantified attainment target: 275,000 language cheques paid**

#### 3. Grants and training courses for young people in vocational education and linguists

This action is also aimed at the learning of English, Dutch and German in a European country or another Belgian language community; the amounts being adapted in both scenarios.

Firstly, from 2011, it aims to enable young people in their final year of vocational education and IFAPME vocational training to have job-based language training:

- either through a grant for a training or immersion course at a training centre
- or through intensive language courses targeting the language of the profession

It generally aims to enable linguists in general education to learn a second language to some degree in a European establishment or other Belgian language community.

**2010 -2014 Quantified attainment target:** 4,150 grants

#### 4. Grants for young people in higher education

- **BRIC Grants**

This action aims to experiment with a training course grant package aimed at students in higher education so that they can gain professional experience in one of the emerging countries: Brazil, Russia, India or China.

**2010 -2014 Quantified attainment target:** 250 grants

- **EXPLORT Grants:**

Through different modules, this enables higher education students to familiarise themselves and learn about export related jobs, improving their linguistic skills and giving Walloon companies access to human resources able to contribute to international development.

The purpose is to increase the number of EXPLORT grants and maximise the measure's efficiency by adapting it to the target countries, partnerships, target audiences and the duration of the immersion course.

This action aims to develop "tailored" internship offers for students, increase the number of short-term internships related to companies' participation in trade fairs and strengthen synergies with the competitiveness clusters and business networks. It also plans to increase the number of internships in partnership with AWEX, as well as the number of internships for certain specific in demand sectors.

The collaboration with other training operators will be developed and communication efforts targeting companies and students will continue.

**2010 -2014 Quantified attainment target:** 650 additional grants

***b) Identify the needs of job seekers and companies and consequently adapt the vocational and basic training offer and improve access to employment***

***Attainment targets:***

- Improve the identification and analysis of available and required skills on the market;
- Focus on attracting and providing access to employment for people affected by the crisis and in particular, young people;

- Improve advice and training for people focusing on in demand jobs or those related to sustainable development;
- Improve the match between skill supply and demand on the employment market.

### **Actions:**

Continue the shortage plan by extending it to in demand jobs and those related to sustainable development. This plan will be enhanced through experiments with sandwich course concepts for adult job seekers, through better analysis of the skills held by people affected by the crisis - particularly young people - and by improving the match between skill supply and demand.

### **1. Analyse skills acquired and those required**

- Continually analyse in demand jobs or those related to sustainable development policies;
- Prioritising young people who are accessing the job market, then gradually extending the action to other young people and workers, who have been made redundant, establish a quick, in-depth diagnosis of their situation by their advisor. This system will help to identify the person's key skills and position them in line with the jobs required on the market and, if need be, identify a professional project requiring new skills to be learned to gain employment;
- Continue to set up "screenings" for high demand jobs.

#### **2010 -2014 Quantified attainment target:**

40 jobs continuously analysed 25% of which are in Employment-Environment Alliances and other green jobs.

40,000 people screened 12.5% of which are in Employment-Environment Alliances and other green jobs.

125,000 people benefiting from a diagnosis

### **2. Adapt the basic and vocational training offer**

The training offer will be structured around public (FOREM, IFAPME, Social Promotion Education), private (not for profit training courses, skills centres, socio-professional integration bodies, etc.) and sectoral operators.

#### **2010 -2014 Quantified attainment target:**

3,024,025 vocational training hours including 1,446,250 hours in Employment-Environment Alliances and other green jobs.

550,000 vocational training hours in Employment-Environment Alliances and other green jobs.

### **3. Match the skills on offer with those required**

Improve the match between skill supply and demand, in particular by preparing the target group to meet employers who are recruiting (including employers in other regions and European countries) so as to guarantee a recurring, short and easily and quickly accessible offer in each region. In addition, opportunities to meet with employers who are recruiting will be increased (including employers from other regions and European countries), for example via the job datings organisation, job days, etc.

**2010 -2014 Quantified attainment target:**

190,000 personalised mailings

45,000 people benefiting from preparation and/or direct meetings with employers.

This action complements the planned cooperation initiatives between the FOREM and the VDAB, particularly in terms of exchanging job offers which will also be subject to monitoring integrated in the Marshall Plan 2.Green.

c) ***Develop sandwich course training and make job-based courses more widely available***

***Attainment target:***

In each community, give young people who want it, the opportunity to obtain their qualification through a sandwich course or company internship.

***Actions:***

1. Gradually make job-based courses more widely available to all students in vocational education.
2. Improve the IFAPME sandwich course offer.

This action is an extension of the first Marshall Plan. It aims to maximise the quality and number of sandwich courses on offer - in public administration among others - as well as support and assistance for young people in their training. To do so, the development of tools and methods relating to mentoring and the reform of sandwich courses (including social promotion education) will continue.

**2010 -2014 Quantified attainment target:** 160,000 training hours 30% of which are in Employment-Environment Alliances and other green jobs.

3. Experiment with a sandwich course offer in higher education and sandwich type courses for job seekers.

## **Priority area II: Success to be built on: strategies for competitiveness clusters and business networks**

### ***Attainment target:***

Continue with the implementation of a new industrial policy based on networking and in particular, competitiveness clusters.

### ***Total investment:***

**388 million euros**

### **• Measures**

#### **1. Continue and expand the dynamic of the five existing competitiveness clusters**

Based on a study which determined the development potential of the different sectors in the Walloon economy, within the framework of the Marshall Plan, the Government identified five economic areas for the introduction of a competitiveness cluster policy:

- Life sciences;
- Agribusiness;
- Mechanical engineering;
- Transport-logistics;
- Aeronautics-space.

Based on the opinion of an international jury, the Walloon Government accredited five clusters that bring together, from across the entire Walloon Region:

- Companies of all sizes;
- Training centres;
- Research units (public and private).

These different bodies are involved in a partnership approach with the purpose of identifying joint innovative projects and creating businesses and jobs in Wallonia.

Within the framework of this Marshall Plan 2.Green, this competitiveness cluster process will be continued and expanded. To this end:

- The participation of small and medium sized enterprises will be increased;
- Emphasis will be placed on synergies and projects between regional, national and international clusters;
- In consultation with neighbouring regions, there will be an assurance that companies in neighbouring regions can benefit from investment

support similar to that provided in Wallonia when participating in one of the competitiveness clusters.

Calls for tenders will be issued annually to the clusters. An overall budget of 280 million euros is set aside for these calls for tenders given that it is possible to submit research, investment and training projects. Furthermore, investment projects can also be financed by the specific budget allocated to the Walloon regional investment organisation, Sofipôle.

To strengthen the concept of sustainable development across the various clusters, a call for "sustainable development" tenders will be issued and financed, as with other calls for tenders, from the budget of 280 million euros. A specific issue across all the competitiveness clusters will be defined to support this call for tenders.

Furthermore, the international jury will ensure that future accredited projects continue and expand the sustainable development strategy defined by the clusters. The clusters will ensure that they send their contributions for the practical implementation of this strategy.

In order to maintain and increase the dynamic of the clusters, their operational units will be sustained.

### **Actions:**

#### ***a) Invest in research and innovation***

Cluster partners (companies, universities, research centres) will continue to develop research projects through new calls for tenders.

#### ***b) Develop training***

Training operators will receive the resources to satisfy training needs expressed by cluster companies, in particular through the competitiveness clusters "bonus". The specifications for the calls for tenders will include a training component corresponding to at least 20% of the clusters' budgets (including schemes (bonuses) that promote training in clusters) which will be guaranteed for the entire plan period.

Three "training" specialists will be made available to the clusters to help them implement their training strategies.

#### ***c) Improve investment assistance***

This will be improved through the awarding of a bonus, depending on the category and location of the company (urban and rural free trade zones).

Specific processes for SMEs will be defined with a view to awarding a bonus to SMEs and VSEs that are cluster members.

**d) *Optimise public investment in assets and contributions, through the SOFIPOLE***

As a unique gateway for financing “cluster” investment projects SOFIPOLE resources will be strengthened to enable direct participation in the 2<sup>nd</sup> and 3<sup>rd</sup> financing rounds for cluster companies along with support for property operations attached to SME groups. SOFIPOLE will finance large joint research infrastructures, intended to be shared between those from academia, research centres and companies, in fields as varied as science, technology, the environment or social sciences. In addition to the associated human resource costs, future infrastructures could cover the systems, major facilities, databases, shared services, etc. They may be “single-site”, “multi-site” or virtual. These infrastructures (joint databases, shared facilities, etc.) will be determined, notably in line with ESFRI (The European Strategic Forum for Research Infrastructures) at a European level. SOFIPOLE could also be involved in the financing of the virtual research centre on new materials and mechanical engineering.

Without prejudice to existing assistance services, assistance with financial arrangements could be offered in company property operations on behalf of companies or through direct support to companies, especially SMEs.

<b>Quantified attainment target: 20 projects supported</b>
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**e) *Develop support for exports***

Support for clusters’ export programmes will be continued and developed, in particular through funding for one “export” manager per cluster and the implementation of an annual “export” action plan. This plan will be subject to the evaluation of the international jury for clusters and accreditation by the Walloon Government.

This measure aims to intensify the search for new customers, maximise sales initiatives and widen the search for international economic and technology partners as well as increase participation in international networks.

The scientific and technology aspects of economic assignments and the AWEX (Walloon Export and Investment) network abroad will be strengthened through:

- The creation of permanent ambassadors representing the clusters, including research centres and universities;
- The setting up of a network of 5 scientific and technology liaison officers who will be responsible for strengthening the presence of the Walloon Region and the French community in academic and technology institutions across the world. Their main objective will be to develop technology partnerships between universities;
- Training for economic and sales attachés;
- “EXPLORT” graduates specialising in a particular sector.

**Quantified attainment target:** Support on average for 120 international cluster processes/projects annually

**f) Optimise research and reception structures for foreign investors**

Sectoral experts, involved within AWEX, will be maintained. They will search for new investors on a sectoral basis working closely with the network of economic and sales attachés. One expert position in sustainable development will be created.

**Quantified attainment target:**

- 6 expert positions created or maintained
- 300 jobs created per year as a result of successful investment portfolios by sectoral experts

**2. Introduce a 6th competitiveness cluster dedicated to "Environmental Technologies"**

As with the processes set up to identify the first five competitiveness clusters, a scientific study will be launched in order to identify promising industries where Wallonia may excel on a European or international scale in terms of environmental technologies. This study must consider areas developed in terms of sustainable development in existing clusters, green clusters and the sustainable development virtual research centre.

Based on the experience gained and the methodology applied in the accreditation of the first five clusters (call for applications, in the economic and technology fields selected, defined by a specification) and the procedure of analysis by a now proven international jury, the sixth cluster will then be accredited.

So, the sixth cluster will benefit from the same support as the first five: operational unit, investment, research, training, sectoral expert and reception structures for foreign investments.

A recognised expertise in terms of sustainable development will be incorporated into the international jury for the clusters.

**3. Contribute to the development of business networks**

In order to sustain the regional support for clusters and business networks the "clustering" act will be implemented very soon.

Business networks in Wallonia will be monitored in order to determine the sectors that need to be structured into networks and regular reports will be made to the Government.

As for clusters, consideration of the cross-cutting aspect of "sustainable development" will be improved for all business networks through the creation



of an "ecoclusters" platform which will help them to develop synergies and raise their external profile. A common strategy for "green" clusters will be developed.

## **Priority area III: Strengthen scientific research as driving force for the future**

### ***Attainment target:***

The Walloon Government, working closely with the Brussels-Capital and Wallonia/Brussels Federation Governments, will continue to reinvest, committing fully to the European objective of spending 3% of the gross domestic product on research, two thirds of which come from the private sector.

### ***Total investment:***

**142 million euros**

### **• Measures**

#### **1. Coordinate the research efforts of all bodies in Wallonia and Brussels**

### ***Attainment target:***

Achieve the critical mass of research in strategic fields, raise the profile of research in the Wallonia/Brussels area and allow advisory bodies to conduct their assignments within the Wallonia/Brussels Federation.

### **Actions:**

- a) Establish a Wallonia/Brussels Council for scientific research.
- b) In association with the Wallonia/Brussels Federation and Brussels-Capital Region governments, establish a development and investment strategy for research by defining cross-cutting strategic themes such as sustainable development, renewable energies, new technologies, longer lifespans and health.
  1. Conduct forward analyses
  2. Consult with private and public research bodies
  3. Implement two research programmes with joint financing
- c) Continue the excellence programmes, by increasing partnerships between academies;
  1. Assess current excellence programmes
  2. Continue positively assessed programmes, implementing different mechanisms with a view to their development (public-private partnership, etc.)

3. Determine a theme and finance another potential excellence programme (and promote an interdisciplinary approaching the programme), implementing different mechanisms with a view to their development (public-private partnership, etc.)

**Quantified attainment target:** 1 additional research programme financed

- d) Launch incentive programmes in relation to the themes defined in the research development strategy;

**Quantified attainment target:** Launch 4 incentive programmes

- e) Consolidate the excellence in research by implementing the Walloon inter-university centre of excellence, the Walloon Institute for Leadership in Life Sciences (WILL);

**Quantified attainment target:** 5 calls for tenders for the period

- f) Continue to finance FRIA (Belgian fund for Industry and Agriculture Research) grants through a reviewed mechanism for awarding grants with a view to guaranteeing an active role for companies.

**Quantified attainment target:** At least 30 FRIA grants awarded for the period

## **2. Build and develop the human and associated resources necessary for research excellence**

### ***Attainment target:***

Offer an attractive career to researchers in order to limit the brain drain.

- a) Advance in the definition of the status of researcher;
- b) Improve employment conditions for researchers through access to high-tech facilities;

Update the land register of major facilities by the Fund for Scientific Research (FNRS) and make it public.

- c) Encourage the application of the European charter for researchers;

Raise awareness among universities and research centres to apply the charter

**Quantified attainment target:** Charter adopted by at least 8 universities

- d) Improve employment conditions for post-doc researchers by increasing career opportunities in companies and the public sector.

1. Evaluate the success of and continue the First Post-Doc system.

**Quantified attainment target:** At least 30 first post-docs financed

2. Improve the status of doctors in the public sector.

### **3. Assert the excellence of our researchers' in international networks**

1. Encourage networking for research between the Walloon and the Wallonia/Brussels Federation Regions and the rest of the world by:
  - Supporting the participation of researchers in international projects;
  - Encouraging networking between researchers and research bodies on an international scale;
  - Attracting and retaining companies active in scientific research in Wallonia;
  - Increase the international attractiveness of our scientific research and university education potential.
2. Within the Wallonia/Brussels Federation, coordinate representation in European and international organisations.
3. Establish structural coordination and consultation between the different research funding bodies in order to optimise the use of funds awarded to research.
4. Encourage the participation of Walloon companies, and especially SMEs, in the different international research programmes (Eragnet, Eureka, etc.).

**Quantified attainment target:** 150 companies (especially SMEs) involved in European research programmes

### **4. Encourage the integration of research into companies' innovation strategies**

#### ***Attainment target:***

Achieve a knowledge-based society, to serve the company by boosting innovation in companies and partnerships between public and private research bodies.

#### ***Actions:***

- a) Issue calls for tenders for technology innovation partnerships to help develop partnerships in economic fields outside the scope of the clusters.

To avoid any loss of effectiveness, the fields for these partnerships will be planned with the competitiveness clusters. Furthermore, these calls for tenders will be organised on the same principles as those issued in the clusters.

**Quantified attainment target:** 5 calls for tenders for the period

- b) Improve the First Spin-off programme, in consultation with the different bodies (Companies, Universities, Business Schools, Spin-offs, Scientific policy council, etc.) and plan the inclusion of market research and preparation of a business plan in the final year of the First Spin-off programme.

**Quantified attainment target:** At least 30 First Spin-offs awarded for the period

- c) Implement specific measures to improve the ability of spin-offs to create more economic activities and jobs in Wallonia: management support (interim managers and business developers), increasing their own capital (public and private funding) and strengthening their international development.

1. Set up a funding system to assist management in the spin-offs.

**Quantified attainment target:** 75 spin-offs (75/year) benefiting from management assistance

2. Set up specific financial resources for the spin-offs.

**Quantified attainment target:** 100 spin-offs supported

- d) Increase networking opportunities for science and technology intermediaries.
- e) Through a partnership between the Economic Stimulation Agency (ASE) and the Technology Stimulation Agency (TSE), develop a strategic innovation plan for Walloon companies paying particular attention to eco-innovation.
- f) Support the development of strategies aimed at testing the possibility of potential innovations (Proof of concept) to bring added value to a company (new markets, new customers, etc.), via the university development units and in partnership with the technology incubators.

1. Implement the support mechanism for "proof of concept".

**Quantified attainment target:** At least 3 "Proof of concept" strategies

2. Assess the mechanism from 2011.

- g) Establish evaluation procedures after research projects to assess the project results in terms of the achievement of economic, social and environmental attainment targets over the short, medium and long terms.
1. Conduct a preliminary study on the impact of research performed.
  2. Establish post project evaluation procedures.

**Priority area IV: A priority aiming to establish an appropriate framework for creating businesses and quality jobs**

***Total investment:***

**167 million euros and 425 million of alternative financing**

• **Measures**

**1. Launch an agreement to support initiative**

***Attainment target:***

- Establish an appropriate framework for creating and developing businesses;
- Support the growth of companies;
- Launch a true Walloon plan for SMEs, inspired by the European Small Business Act (SBA), making spirit of initiative and entrepreneurship the real basis for Walloon development, in accordance with the principles of sustainable development.

**Actions:**

***a) Promote entrepreneurship and encourage business creation***

1. Extend the "Support Committee for Entrepreneurship in Education and Training" to the world of business and develop its expertise in order to make it a permanent forum for meetings between the world of business and academia.
2. Within the framework of the Walloon Programme, develop "Entrepreneurship" led by the Economic Stimulation Agency (ASE), through actions focusing on young people by the bodies, innovative entrepreneurial projects within educational establishments as well as consolidation initiatives:
  - o Accredited initiatives such as meetings with professionals, creativity development, "learning by doing" conducted in institutions by approved operators.
  - o Innovative and other entrepreneurial projects, conducted in establishments by teachers and complementing the accredited initiatives;
  - o Communication, benchmarking, networking (except projects with the support of European Social Funds).

**Quantified attainment target:** 60 accredited initiatives (12/year)  
250 entrepreneurial projects (50/year)  
75,000 young people affected (15,000/year)  
5,000 teachers involved (1,000/year)  
2,500 establishments involved (500/year)

3. Within the framework of the Walloon Programme, develop the "Entrepreneurship Spirit" led by the Economic Stimulation Agency (ASE), through actions focusing on teachers and newly graduated future teachers such as acculturation courses and ensuring the promotion of Entrepreneurship by a team of awareness officers:
  - o Team of Entrepreneurship awareness officers;
  - o Creation, implementation and promotion of acculturation courses in companies for future teachers;
  - o Creation, implementation and promotion of educational tools and training workshops aimed at acculturation courses in companies for employed teachers;

**Quantified attainment target:** 6 awareness officers  
 500 trainees (100/year)  
 5,000 teachers involved (1,000/year)  
 2,500 establishments involved (500/year)

4. Consolidate the Walloon Prize for Entrepreneurship and create the "Female Entrepreneur of the Year" prize.

**Quantified attainment target:** 5 prizes awarded per event

5. With the Economic Stimulation Agency (ASE), FOREM and IFAPME, the definition of consistent information about business creation aimed at job seekers arriving at the Belgian advisory service on employment and vocational training, the *Carrefours Emploi Formation*.
6. Strengthen the partnership between SAACE (support organisations for the self-creation of employment), accredited organisations and economic development bodies, particularly through the SAACE platform, in order to ensure coverage across Wallonia, which is suitable, specialised and effective for new businesses.

***b) Facilitate entrepreneurship, support the growth and transfer of companies***

**Attainment targets:**

- Facilitate the administrative processes inherent in creating companies and economic development;
- Improve support for the growth of companies;
- Facilitate the transfer of companies.

1. Give entrepreneurs access to a "companies" portal and a unique "companies" office to help them identify the aid from which they can benefit depending on their development stage and making it the single point of contacts for all their communications with the Walloon Region.

**Quantified attainment target:** 60,000 visits to the portal



2. Finalise the streamlining of the economic development sector and bring the Economic Stimulation Agency and the Technological Stimulation Agency closer together.

A map of economic promotion bodies incorporating an exhaustive identification of the funding sources will be created and the economic promotion bodies will be assessed by satisfaction surveys with the companies using their services.

The synergies between the two Agencies will be strengthened with a view to their gradual integration. In particular, this will take place through the establishment of a common map of economic and technology intermediaries, the coordinated promotion of innovation schemes, joint organisation of awareness and information or training events - through framework agreements - partnerships between economic and technology intermediaries.

The mapping and survey items will be specific objectives for the Economic Stimulation Agency (ASE) and will be financed by this budget.

3. Working with companies, strengthen the presence of economic development tools through increased professionalism.

Within the framework of decentralised development led by the Economic Stimulation Agency (ASE), professionalization and the business processes of economic development bodies as well as the development of companies will be improved, particularly through:

- o Monitoring of the approval of Local Coordination Structures (SLC);
- o Monitoring and standardisation of the asset portfolios of Local Coordination Structures (SLC) and surveys with beneficiaries;
- o Calls for innovative tenders in terms of commerce;
- o Training for economic development bodies (ASE Academy);
- o Support for the development of companies.

With a view towards training and making economic development bodies more professional:

- o By coordinating the "Strategic Intelligence" scheme;
- o By creating a Resources and In-service Training Centre;
- o By providing training in and circulation of Strategic Intelligence to the clusters;
- o By implementing a "Strategic Intelligence" Chair;

Within the framework of the "Business creation" Programme conducted by the Economic Stimulation Agency, innovative actions and tools and/or focused on priority target audiences will be developed, through:

- o Support initiatives for entrepreneurs and young companies: mentoring and sponsorship;
- o Initiatives related to female entrepreneurship;

- o Actions developing excellence and quality in economic development bodies;
- o The development of tools, actions or support aimed at entrepreneurs in the pre- or post-creation phase and the development of management skills.

The visibility of support services for companies during trade shows, fairs and forums will also be improved.

**Quantified attainment targets:**

Raise awareness among 2,500 business people (500/year)  
 Support 750 business people (150/year)  
 25 economic development training cycles for bodies, companies and elected representatives and policy makers.  
 2,000 participants in the training cycles (bodies, companies and elected representatives and policy makers).  
 3 support cycles for the development of companies.  
 500 companies trained and assisted in "Strategic Intelligence" (100/year)  
 75-100 consultants trained in "Strategic Intelligence" (15-20/year)  
 60 companies trained or assisted in "Strategic Intelligence" within the clusters  
 250 entrepreneurial/development projects supported (50/year)

4. Establish a genuine second chance culture through:

- Access to loans for bankrupt companies by creating a special guarantee system for bank loans, through the companies' re-insurance system by mutual guarantee.
- The establishment of a legal framework for business creation for bankrupts. A consultation will be held about this with the Federal authorities, after broader consultation of the stakeholders involved in Wallonia.

**Quantified attainment target:** 175 loans granted (35/year)

5. Continue the efforts undertaken in terms of business transfers, by:

- Financing transfer funds;
- Improving synergies between Transfer Agents and SOWACCESS (Walloon company transfer and take-over of SMEs);
- Evaluating and expanding the pilot experiments on buyers' clubs;
- Participating in a European business transfer network;
- Establishing partnerships with the commercial courts;
- Increasing the ceiling for investments in the event of business transfer.

**Quantified attainment target:**

125 loans granted by the Transfer funds (25/year)  
 250 additional loans granted within the framework of a transfer (50/year)

**c) Provide a favourable financial environment**

**Attainment targets:**

- Facilitate access to capital for the self-employed and SMEs;
- Increase the private risk capital offer, particularly for the 2<sup>nd</sup> and 3<sup>rd</sup> financing rounds

1. Maintain the abolition of anti-economic taxes that are a burden on companies.

As a reminder, Wallonia continues to reduce its taxation in favour of both individuals and companies:

- Exemption from the withholding tax on income from real estate on all investments in materials and equipment purchased or made new;
- Gradual removal of the provincial tax on power capacity and the industrial compensatory provincial tax;
- Removal of the provincial tax on surface area (Hainaut);
- Removal of the municipal tax on power capacity for any new investment purchased or made new;
- Removal of navigation dues;
- Removal of inheritance and gift taxes for company transfers;
- Reduction in the normal rate of direct descent inheritance and gift taxes on family property;
- Reduction in gift taxes on personal property;
- Removal of the tax on drinking licences;

2. Improve the support provided to self-employed and established accredited professionals as well as people wanting to create their own company, by:

- Automatically granting, by setting an investment limit per banking institution and a predefined "stop-loss" order, credit guarantees and unsecured loans introduced by banking institutions. The guarantee, on a loan capped at €30,000, will rely on SOCAMUT for 1/3 and on the investor or banking institutions for 2/3 (with 50% guarantee by SOCAMUT);

**Quantified attainment target:** 1,650 loans awarded (330/year)

- The creation of special support for the self-employed and accredited professionals (based on the Participation Funds model);

**Quantified attainment target:** 1,750 loans awarded (350/year)

3. Strengthen the regional guarantee schemes in order to encourage financial institutions to grant loans to companies, especially SMEs through:

- Extending the field of application and conditions of the SOWALFIN, SOCAMUT and GELIGAR guarantee schemes by establishing a “leading” guarantee and raising the GELIGAR limit;
- Maintaining the SOWALFIN type loan mediation service.

**Quantified attainment target:**  
 500 Socamut loans granted (100/year)  
 25 Geligar loans granted (5/year)  
 250 mediation cases (50/year)

4. Boost female entrepreneurship using microcredit, especially in sustainable development industries;

**Quantified attainment target:** 125 microcredits granted (25/year)

5. Strengthen the participation of the Region’s financial instruments in networks and partnerships including internationally, especially through the participation by these facilities in the “Greater Region” Funds of the EIF (European Investment Funds) dedicated to financing spin-offs from partnerships.

**Quantified attainment target:** 15 spin-offs monitored by the EIF

6. Organise a round table with a view to mobilising private risk capital allowing the emergence and development of new businesses.

d) ***Position Wallonia internationally***

***Attainment targets:***

- Improve the reputation and image of Wallonia as a region for foreign investments;
- Strengthen the support policy for exports, searching for new customers and catering for foreign investments;
- Facilitate the international development of Walloon companies and improve their participation in projects financed by international financial institutions (World Bank, EBRD, etc.);
- Ensure the decision making centres for large industrial companies remain in Wallonia.

1. Launch a major visibility campaign for Wallonia, aimed principally at strong growth areas, particularly in emerging countries, working with Brussels, our partner region and capital of Europe;

**Quantified attainment target:** Increase the attractiveness and international reputation of Wallonia with a score improved by 25%

2. Support partnership and sub-contracting opportunities for high level Walloon companies in terms of management, quality, productivity and technological and commercial expertise, by establishing a point of contact involving the Walloon Union of Companies, establishing a

network of experts supporting SMEs and the creation of “coaching cheques”.

**Quantified attainment target:** 400 beneficiary companies (80/year)

3. Within AWEX, establish support mechanisms which help to satisfy the needs of investors from specific markets such as China, India, Japan, the United States and Brazil;

**Quantified attainment target:** Creation of 5 service centres

4. Strengthen the action of SOFINEX, a shared subsidiary of AWEX, SOWALFIN and SRIW, by developing opportunities for direct operations for large companies and SMEs who want to establish themselves on foreign markets. This action will be carried out through direct funding, the “bilateral” and “emerging countries” funding from the Trust Funds programme and participation by SMEs in international funds for developing high technology.

**Quantified attainment target:** 300 beneficiary companies (60/year)

## **2. Mobilise the Walloon Region to develop large-scale economic activity**

### ***Attainment targets:***

The available area, exceptionally located at the centre of Europe, is a significant economic asset for Wallonia, which should be developed in order to:

- meet the needs of the community
- respond to energy and mobility challenges
- strengthen regional competitiveness

It is important to manage this resource sparingly and identify the most appropriate parts of the region to establish companies in order facilitate its equipment.

### ***a) Clean up polluted sites and rehabilitate sites to be redeveloped***

1. Clean up polluted sites

The most polluted sites have significant rehabilitation potential for economic activity, while satisfying the requirements related to the

risks they represent for human health and the environment. Sites offering good accessibility to waterways and the rail network will be prioritised.

**Quantified attainment target:** Completion of the 37 priority sites identified in the first Marshall Plan and rehabilitation of at least 13 additional sites to bring the number of rehabilitated sites to 50 at the end of the term

2. Rehabilitate sites to be redeveloped

This involves rehabilitating sites to be redeveloped selected according to their potential for reconversion, the removal of a negative environmental impact, the environmental risks that they present or a lack of reaction towards them from the private sector.

- Continue the rehabilitation of sites featured in the first Marshall Plan.

**Quantified attainment target:** 121 sites

- Rehabilitate additional sites

**Quantified attainment target:** 70 sites, 140 ha

- Prioritise large-scale sites and those connected to the waterway and rail network.

**Quantified attainment target:** 10 sites, 50 ha

- Prioritise sites located in urban areas and settlement clusters.

**Quantified attainment target:** 30 sites, 15 ha

***b) Continue to install facilities for economic activities on designated sites***

This involves improving Wallonia's competitiveness and attracting investors by providing spaces for new economic activities and installing facilities as soon as possible, while ensuring the quality of the surroundings and dealing with energy and mobility issues.

1. Continue to develop facilities for current business park projects;
2. Define and implement a programme to create business parks to be provided with facilities following assessment of the programme adopted in July 2008. This assessment will consider in particular, areas which, even if sold, remain unoccupied, the concentration of space, allocation and selectivity depending on the type of business, accessibility, industrial wasteland that has been cleaned-up or is to be cleaned up. It will include other criteria which will be used to promote regional economic redevelopment while respecting the region's other

functions. In order to develop the multi-modal transport hubs and optimise their economic benefits, the business parks will be developed near existing communication infrastructures.

**Quantified attainment target:** An area of 750 ha given facilities

3. Launch a pilot study on creating eco-zones. A selection will be made on the basis of calls for tenders, eco-zone pilot studies to be developed through local partnerships between development bodies, organisations representing companies or specialists in the fields of environmental or energy technologies.

The specification used as the basis for the call for tenders will be based on the concept of industrial ecology and will encourage applicants to optimise the ground's use (density, job creation, etc.), share services (mobility, material and waste management, etc.) and even to apply regional development and sustainable urban planning principles.

The regional support will target feasibility studies. The aim is to define the concept of eco-zones, particularly in line with the work of the CPDT (*Permanent Conference on Territorial Development*) and thus encourage its practical implementation across the region and through equipment loans.

**Quantified attainment target:** 5 pilot studies

4. Develop economic activity micro-zones in urban areas;

**Quantified attainment target:** An area of 30 ha given facilities

- c) In connection with the modernisation of the waterways, continue to develop port areas so that they have modern infrastructures and loading services.*

### **3. Promote economic activity in urban and rural free trade zones**

#### ***Attainment target:***

A small number of towns have significant socio-economic difficulties. The Government decided to create urban (25) and rural (52) free trade zones with a view to improving the attractiveness of the Region's disadvantaged areas.

- a) Maintain the measures encouraging economic activity the free trade zones*

By:

1. Increasing the rates relating to assistance granted to companies in urban free trade zones within the framework of the economic expansion law;

**Quantified attainment target:** 625 companies assisted (125/year)

2. Increasing the rates relating to assistance granted to companies in rural free trade zones within the framework of the economic expansion law;

**Quantified attainment target:** 750 companies assisted (150/year)

3. Financing for accommodation infrastructures for economic activities (start-up buildings, incubators, etc.) with an increase in the assistance rates in urban free trade zones;

**Quantified attainment target:** 10 to 15 infrastructures financed

4. Financing of "shared workshop" type infrastructures to help private operators (Walloon Government Decree of 7<sup>th</sup> February 2007);

**Quantified attainment target:** 5 to 9 infrastructures financed

5. The financing of business incubator type infrastructures and agricultural diversification infrastructures such as agricultural incubator centres for public and institutional investors;

**Quantified attainment target:** 6 to 10 infrastructures financed

The measures relating to the rural free trade zones will be conducted as a continuation of those previously implemented within the framework of FIDER (the Belgian Economic Rural Development Fund).

***b) Evaluate the urban and rural free trade zones***

In order to adapt the positive discrimination measures to the needs of companies and ensure that the chosen zoning corresponds perfectly to current socio-economic realities, an evaluation of the effectiveness of the measures and the status of each free trade zone will be conducted. The evaluation will be based on socio-economic and regional type criteria and will consider the option of limiting the zones to smaller boundaries than those of communities.

***c) After the evaluation, if the need arises, adapt the measures promoting economic activity in the free trade zones***



## Priority area V: A new strategy for the future: Employment-Environment Alliances

### **Attainment targets:**

- Support a new sustainable and united economic model through employment-environment alliances which constitute an opportunity in terms of employment, economic development and a response to environmental challenges;
- Position Wallonia as a pioneer for sustainable development in Europe and worldwide, by providing it with an expertise that can be recognised and exploited abroad, while creating employment that cannot be relocated.

### **Total investment:**

**€279,600,000 and 600 million of alternative financing**

### • Measures

#### **1. LAUNCH THE FIRST ALLIANCE THROUGH A MULTI-YEAR ENERGY SAVING AND SUSTAINABLE CONSTRUCTION PLAN AND A MULTISECTORAL CONTRACT**

### **Attainment target:**

The purpose is to focus on the potential of energy and environmental improvements in buildings to generate jobs, create economic opportunities and increase training especially in the field of sustainable construction jobs.

- a) Develop a multi-year plan defining quantified objectives and standards in terms of energy savings (starting with insulation) and environmental improvements for the renovation of existing buildings.

To achieve this, it must be based on an analysis of existing mechanisms.

1. Define attainment targets for incorporating renewable energy sources and energy performance in buildings through:
  - o a general inventory of the potential and study of the socio-economic impact projections;
  - o a certified biomass and heating networks implementation strategy;

**Quantified attainment target: 3 studies conducted**

2. Define the incentives and appropriate financing mechanisms. This involves revising the system of "housing" and "energy" subsidies into a coherent and attractive plan with a view to improving the overall quality of buildings. To do this, the Government will commission a study on the potential energy efficiency certificate

and SER (renewable energy sources) heating support and assess existing mechanisms;

3. Conduct, with a view to developing a public communication and awareness campaign:
  - o a study on existing communication and awareness areas in terms of changes in behaviour (environmentally friendly behaviour inspired by behavioural psychology, neurosciences, etc. and consultation with organisations in the sector);
  - o a research initiative on "energy issues" type experiments;
4. Adopt strict energy performance standards for buildings. To do so, the following studies must be conducted:
  - o feasibility studies and studies on the socio-economic impact of low and passive energy standards for both public and private buildings, whether in terms of construction and/or renovation and this, as part of a process lasting several years;
  - o a study on the quality criteria for very low energy and passive construction material;
5. Examine effective and realistic inspection methods for the standards, including the implementation of a system of fines. This field study will also focus on adapting the inspection methods to the realities of renovation construction sites.

Define the criteria and methods for the quality inspection of the works and certification of the installations and examine the most suitable certification labels and tools.

- b) Draw up and supervise the implementation of a multisectoral contract. To achieve this, the following steps must be taken:
  1. Continue the consultation initiative, started in July 2009, with the sectors and set up working groups for every priority construction site: strengthen and structure the offer and continue to stimulate demand;
  2. Appoint a coordinator for the supervision / implementation stage;
  3. Appoint inspection bodies as well as certification and label accreditation bodies;
  4. Working with the interested parties, examine the best way to incorporate sustainable criteria (through an indicator grid) in the standard specification so that these criteria respond to users' requirements in the best possible way;
  5. Regularly assess the effects of the multi-year plan and multisectoral contract.

To do this, the social partners must be involved in the process, in particular via the CESRW (Walloon Region Social and Economic Council) and the CWEDD (Walloon Council for the Environment and Sustainable Development).

Furthermore, supervisory bodies will monitor the practical application of commitments made by both public and private partners.

## **2. CREATE THE OPTIMAL CONDITIONS FOR DEVELOPMENT WITH A QUALITY OFFER**

### a) Develop innovation by working with the sector

1. Promote research projects.
2. Finance technology innovation partnerships in the sustainable construction sector.

<b>Quantified attainment target:</b> 5 calls for tenders for the period
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### b) Implement training initiatives for Employment-Environment Alliance jobs.

This initiative will be conducted jointly with those relating to other alliances and green jobs.

1. Work in consultation with the professional sectors and training and employment bodies in order to satisfy companies' ever-changing needs:
  - o identify new skill and training requirements in jobs in the first Alliance (eco-construction, Building Energy Performance and eco-renovation), jobs in other Alliances and other green jobs;
  - o and, with regard to companies' changing needs, establish proposals and issue advice regarding the developments and innovations to be provided in terms of training, in particular in "basic" as well as vocational training conducted or to be conducted by FOREM and its public or private partners when this relates to Employment-Environment Alliance jobs and other green jobs.
2. Include the development plan for skills in the overall plan relating to training (described in priority area 1). Particular attention will be paid to any new skills required as well as innovations in training content and systems related to new skills and new jobs. This will include:
  - o The development of training centres for Employment-Environment Alliance jobs and other green jobs;
  - o The promotion of green jobs in the Employment-Environment Alliance and other green jobs;

**2010 -2014 Quantified attainment target:** 7,875 beneficiaries

- The development of a advise offer and in particular the opportunity to trial of Employment-Environment Alliance jobs and other green jobs;

**2010 -2014 Quantified attainment target:** 1,740 beneficiaries

- The development of a training offer in Employment-Environment Alliance jobs and other green jobs in competence centres aimed at teachers and students;

**2010 -2014 Quantified attainment target:** 559,350 hours

- A continuous analysis of the needs of companies and people (jobfocus and screening) in Employment-Environment Alliance jobs and other green jobs;

**2010 -2014 Quantified attainment target:**  
10 jobfocus jobs and 5,000 screenings in Employment-Environment Alliance jobs and other green jobs.

- Basic training initiatives through calls to tender in Employment-Environment Alliance jobs and other green jobs;

**2010 -2014 Quantified attainment target:** 550,000 hours

- Vocational training initiatives in Employment-Environment Alliance jobs and other green jobs implemented by FOREM and/or its partners and sub-contractors;

**2010 -2014 Quantified attainment target:** 1,446,250 hours

- The development of a sandwich course offer in Employment-Environment Alliance jobs and other green jobs by IFAPME;

**2010 -2014 Quantified attainment target:** 48,000 training hours

- The awarding of eco-climate cheques to small companies so that they can train their workers in Employment-Environment Alliance jobs and other green jobs;

**2010 -2014 Quantified attainment target:** 170,000 cheques

- Initiatives, additional studies and management costs for the monitoring committee.

- c) Create employment to satisfy the requirements of the Employment-Environment Alliance by awarding green employment promotion aid (APE) and professional transition programmes (PTP).

**2010 -2014 Quantified attainment target: 780 APE/PTP**

### **3. IMPROVE THE ATTRACTIVENESS OF SUSTAINABLE INVESTMENTS (OR ECO-INVESTMENTS) IN THE HOUSING INDUSTRY**

- a) Measures aimed at individuals:

1. Structure the "energy" and "housing" subsidies and eco-loans with a view to encouraging home owners, rental tenants and property owners to make investments to improve the energy efficiency of housing and this, within an overall framework of improving housing quality.

**Quantified attainment target: 50,000 subsidies**

2. Develop the third party investor system using a public-household partnership to help individuals by pre-funding eco-renovations to their housing.
3. Support this demand-side policy through a strong and appropriate communication strategy (particularly through energy issues), involving the different bodies and promoters of the Employment-Environment Alliance.

**Quantified attainment target: 2,000 households involved**

- b) Measures targeting the public sector:

1. Continue the renovation plan for the public housing stock based on a land register of all housing (to be created) and if needed, using the EIB (European Investment Bank) or the third-party investor scheme.

**Quantified attainment target: 5,500 housing units over 5 years**

2. Develop collective boiler rooms in public housing and establish a large solar thermal system facilitator.

**Quantified attainment target: 10 projects supported**

3. Implement the UREBA (Rational use of Building Energy) plan through a comprehensive energy management strategy for regional and local buildings (within the Administration), including association structures responsible for disabled people.

Create a RALE (Renovation with Energy) initiative for the service sector.

**Quantified attainment target:** 50 RALE projects

4. Conduct pilot projects in eco-construction and eco-renovation in the public housing sector. Create and distribute a REU handbook (Rational Energy Use) for use by managers of Public Service Housing Companies (SLSP).
5. Speed up the building and renovation procedures for public housing, particularly through the creation of a land register which will also feature an inventory of accommodation adapted and adaptable for people with reduced mobility (PRM).

#### **4. CONSIDER OTHER EMPLOYMENT-ENVIRONMENT ALLIANCES**

In light of the evaluation of the first alliance, the Government will assess the opportunity to launch other Employment-Environment Alliances.

**Quantified attainment target:**

At least 3 other alliances

#### **5. IMPROVE SECTORAL POLICIES AND INITIATIVES IN TERMS OF RESEARCH, ECONOMY, EMPLOYMENT AND TRAINING IN OTHER GREEN JOBS**

***Attainment target:***

Independently of the potential conclusion of new employment-environment alliances, the government will pay particular attention to these different sectors, within the framework of sectoral policies and measures taken in terms of research, economy and training.

##### ***a) Improve green research***

1. Establish a "WISD" (Walloon Institute for Sustainable Development), a centre of excellence dedicated to sustainable development;
  - Define the attainment targets for the centre of excellence (fundamental research, transfer of knowledge, support for decision making), achievement time frames and systems for assessing the results in view of the attainment targets sought.
  - Create and coordinate the virtual inter-university network, in connection with companies and collective research centres in the sector;
  - Define a communication and visibility strategy for Walloon research in Europe and internationally;
  - Grant operating funding and establish internal WISD calls for tenders with the projects selected by an international jury.
2. Invest in R&D in terms of renewable energy sources, especially with regard to second generation biofuels, photovoltaics, geothermics (general and in-depth study with 2 drills and mobilisation of the

endogenous biomass), emerging industries and energy and CO2 storage solutions.

3. Adopt a research programme on smart technologies to manage the electric network and develop network operators' knowledge and understanding of these technologies.

***b) Develop the green economy***

1. Conduct a study relating to the new ecosystem-based economic mechanisms (industrial ecology) in the Walloon Region and create a partnership with recognised foreign institutions (ADEME - French Environment and Energy Management Agency) with a view to adapting and using their technical tools intended for companies and distributing them in Wallonia.
2. Encourage companies (VSE/SME/tradesmen) to conduct initiatives related to sustainable development through special innovation grants and involvement in the Walloon Prize for Entrepreneurship with an "Enterprise and Sustainable Development" section.

**Quantified attainment target:**

125 grants awarded (25/year)

5 prizes awarded (1/year)

3. Support Walloon companies by helping them seize opportunities related to the issues of energy, water, raw materials and waste, with a view to strengthening their competitiveness through the following measures:
  - Eco-conception awareness: international benchmarking, awareness and circulation of innovative experiments, incorporation of ecodesign in the Créawal trade show (conferences, workshops, master-classes and exhibitors);
  - Ecodesign awareness: creation of an "ecodesign" unit within the "Wallonie design" platform responsible for an impact study on eco-design in the Walloon economy, awareness initiatives and promotion of sustainable design to boost innovation in business practices and economic activities, the promotion of sustainable design and networking between companies and designers.

**Quantified attainment target:** Awareness raised among 500 companies

4. Improve individual financial support for spin-offs, start-ups and innovative companies involved in environmental technologies.

**Quantified attainment target:** 100 innovative companies supported

5. Improve the "sustainable development" focus in themed incubators, particularly through the broadening of the purpose of Wallonia Space Logistics (WSL) as a host structure for projects related to environmental technologies.

**Quantified attainment target:** 15 companies incubated within Wallonia Space Logistics (WSL) (3/year)

6. Create an operational "clean engines" incubator, equip a technology platform and develop a clean engines and sustainable mobility post doctorate.

**Quantified attainment target:** 6 "clean engine" companies incubated

7. Support the development and participation of approved companies in the social economy sector in the process of sustainable development and the "green" economy, also incorporating a better work-life balance via three priority areas:
  - Establish support services within business parks through service-orientated work integration enterprises (domestic services for workers, concentrating travel in the economic activity area);
  - Develop two pilot studies for an urban distribution logistics hub intended for business people in the town centre, using work integration enterprises. The experiment will take into consideration lessons from similar experiments performed in neighbouring regions and countries, it will operate through a call for tenders and aim to develop integration enterprises active in local logistics in urban areas;
  - Support work integration enterprises, active in support services (combining a "sustainable development" approach) in their economic activities.

**Quantified attainment target:** 15 work integration enterprises

8. Create waste grants.

Based on the ecosystem study (industrial ecology), create waste grants allowing waste from one company to be developed as an input for another. The costs related to the reprocessing, storage, development and transport of this waste will be assumed.

**Quantified attainment target:** 1 website created (virtual grant) and at least 10 real grants created

9. Support Walloon companies by helping them seize opportunities related to the issues of energy, water, raw materials and waste, with



a view to strengthening their competitiveness. To do so, the Government intends to:

- Launch an annual call for tenders in construction eco-materials (principally insulation: hemp, cellulose, cork, wool, old fabric, wood fibre).  
The budget allocated to this measure will make it possible to support innovation, the development of the production chain and indirectly, sub-industries.

**Quantified attainment target:** Maximum 15 projects supported

- Establish an “ecosystem-based companies” probably by sector and using suitable tools and compatible with the Brussels Emas/ISO 14001 label.

**Quantified attainment target:** 500 companies awarded the label

10. Create a land registry of “dormant” Walloon public funds (concept that the Government will define) or invested without ethical criterion in order to invest them through one or more ethical fund(s) to be created in the framework of a Walloon Strategy for SRI (Socially Responsible Investment) in companies complying with sustainable development.

***c) Improve training initiatives for green jobs other than those involved in the 1<sup>st</sup> Alliance (eco-construction, Building Energy Performance and eco-renovation)***

The actions and budgets necessary for other green jobs are included in those described for the first Alliance. The training strategy will also be managed in the same way as for the first Alliance.

***d) Begin a job creation scheme for green jobs other than those in the 1<sup>st</sup> Alliance (eco-construction, Building Energy Performance and eco-renovation)***

Notably through:

- The promotion of new employment promotion aid (APE) for young people in green sectors;
- The development of employment planned in the Marshall Plan 2.Green through new employment promotion aid (APE)/professional transition programmes (PTP) in the trade and non-trade sector.

**Quantified attainment target:** 220 APE/PTP

## **Priority area VI : Combine employment and social well-being**

Increase professional employability through the development of jobs in social care services and increasing investment in care infrastructures for the childcare and social care sectors.

### ***Attainment target:***

Generate economic activities by improving local services such as "childcare" and "social care" insofar as it helps to ensure a better work-life balance by removing obstacles to a professional career, especially for women.

### ***Total investment:***

**297 million euros and 125 million of alternative financing**

- **Measures**

### **1. Develop employment in childcare and social care services**

#### ***Attainment target:***

Invest in jobs related to social care which strengthen the well-being of all, provide better access to employment and contribute to improved equal opportunities.

***a) Maintain APE (employment promotion aid) and PTP (professional transition programmes) positions created within the framework of the first Marshall Plan.***

***b) Respond to care requirements in the early childhood sector***

1. Increase the care capacity for 0-3 year olds by creating jobs;
2. Jointly with the Wallonia/Brussels Federation be involved:
  - In a childcare policy for children aged between 0 and 3 years, within the framework of programmes launched by the ONE (Belgium office for birth and childhood);
  - In the framework of a call for tenders aimed at care structures that include or will include disabled children.
3. Develop more flexible care outside office hours.
4. Develop support measures for finding a care place. Assess the "Childcare" portal with a view to the continuous improvement of information supplied to users.
5. Working jointly with the Wallonia/Brussels Federation, develop an extra-curricular care policy for children from 3 to 12 years old, taking

into account the situation of disabled children, notably through the provision of new jobs.

6. In line with ONE programming, assess care place requirements according to sub-regional socio-economic characteristics.

<b>Quantified attainment target: 500 new APE/PTP</b>
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***c) Improve assistance for disabled people***

Create new APE and PTP positions to diversify the service offer, as a priority targeting the development of:

- ✓ supervised housing;
- ✓ respite care for families of disabled people;
- ✓ the offer of support in an open setting;
- ✓ the personal assistance budget;
- ✓ support projects for young people as part of the school/social and/or professional life transition (18-25 years).

***d) Improve living conditions for the elderly***

Create new APE and PTP positions in the home help sector.

The planned priorities are:

- The development of support services for families and elderly people;
- The development of additional services, such as home redevelopment as part of fall prevention strategies in the homes of the elderly;
- The development of family care projects;
- Support for innovative project alternatives to the standard accommodation offer.

***e) Meet the needs of "other groups" which are still not satisfied***

1. Create new APE and PTP positions. Within this framework, the Government intends to target - in consultation with the sectors - the jobs, functions and initiatives to be conducted. Calls for tenders will be issued to:

- Promote access to employment through training courses and the socio-professional integration of "socially excluded" individuals by, on the one hand, improving their training within the framework of articles 60 and 61 and on the other hand improving homeless care;
- Strengthen the support for victims of violence to help them on the road to independence and the return to work;
- Encourage the integration of people from an immigrant background and new arrivals: development of social interpretation, support for newly arrived immigrants through the creation of interpreter positions and strengthening of the literacy and French language teaching offer;

- Promote care for travellers through the creation of mentor positions for the organisation, negotiation and support of their care.

**Quantified attainment target (the disabled, elderly and other groups):** 500 new APE/PTP

2. Gradually model and extend the insertion pilot study for young people in disadvantaged districts in Walloon cities where there is a high rate of youth unemployment.

**Quantified attainment target:** 250 APE/PTP

## **2. Increase investments in care infrastructures**

### ***a) Increase investments in care infrastructures (crèches) in order to improve the quality of life for children:***

- Diversify the offer so as to offer crèches alongside railway stations and in created zones as well as playgroups near training centres.
- In line with ONE programming, assess care place requirements according to sub-regional socio-economic characteristics.

### ***b) Increase investments in nursing homes in order to improve the quality of life for residents and ensure compliance with new Federal standards.***

## ***Two cross-cutting processes***

### **A. Promote sustainable development across all public policies**

#### ***Attainment targets:***

- Demonstrate, across all regional policies, the principles of sustainable development that combine economic, social, environmental and cultural issues in an integrated way;
- Incorporate the sustainability aspect in all regional policies so that they play their comprehensive and exemplary role as a driving force for sustainable development and the employment-environment alliance in Wallonia.

#### ***Total investment:***

**€5,250,000**

#### **1. Mobilise public services for sustainable development**

##### ***a) Incorporate environmental, social and ethical clauses in regional public procurements***

Automatically incorporate environmental, social and ethical clauses in regional public procurement and encourage the use of materials, products and techniques with the smallest possible ecological footprint. Local authorities will be invited to do the same.

##### ***b) Establish a sustainable purchasing and environmental management policy within the Walloon Public Service and public interest bodies***

**Quantified attainment target:** Environmental diagnosis over 10 sites

##### ***c) Promote short supply chains and local and regional companies to develop an autonomous economy***

1. Promote information (environmental labelling giving CO<sub>2</sub>, distance, etc.) to raise awareness about buying local and regional products;
2. Per sector, create a grant for waste for local and regional economic bodies;
3. Promote direct sales of local and regional agricultural products to consumers, including the use of infrastructure aid (packaging, marketing, etc.).

##### ***d) Establish a "sustainable development" opinion unit***

- Establish a special administrative unit responsible for forming opinions on the basis of a "sustainable development" examination for certain measures defined by the Government.
- e) *Raise awareness among personnel in the Walloon civil service so that they adopt responsible behaviours in terms of sustainable development***
1. Conduct environmental and energy diagnoses within the regional public service;
  2. Implement solutions in communities, possibly through the community Strategic Plan (possibly drawing on the methodology of agenda 21);
  3. Within each General Directorate, create a process of developing sustainable development initiatives.

<b>Quantified attainment target:</b> Projects in 20 public institutions
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- f) *Promote more environmentally friendly ways to travel***
- Establish mobility plans for civil servants.
- g) *Adopt an ambitious position within the framework of the Copenhagen conference (December 2009), by being an active partner in negotiations and supporting the attainment targets for reductions in CO<sub>2</sub> emissions defined by the IPCC for 2020 and 2050.***
- h) *In consultation with social partners, other Regions, Federal bodies and the international organisations concerned, develop indicators that can be used to measure human development and ecological footprint in order to guide and assess the Government's action, in addition to the GDP***

## **B. Improve the effectiveness of the public partner and promote a Walloon awareness as a source of motivation**

### ***Total investment:***

**5 million euros**

### **1. Rigorously drive forward the Marshall Plan based on regular monitoring and periodic assessments**

#### ***a) Continue the rigorous management of the Marshall Plan***

1. Strengthen the Unit of the Special Representative (2 ETP);
2. Update and improve the IT tool for monitoring the Plan.

#### ***b) Establish performance indicators, and where possible, measurements for the results and impact of the Plan on the Walloon economic fabric***

#### ***c) Conduct an independent overall assessment of the Plan***

### **2. Improve the administrative simplification process for companies as a priority and speed up the effective implementation of the policy decision**

### ***Attainment targets:***

Guarantee every Walloon entrepreneur and every foreign investor the partnership support of modern and efficient public services.

Stimulate the Walloon economy through the reduction, of up to 25% between 2007 and 2012, in administrative fees paid by companies, in particular SMEs.

#### ***a) Provide the widest possible range of information to companies***

1. Simultaneously update all websites and portals aimed at companies (companies' portal, Marshall Plan website, public procurement portal, etc.).
2. In addition to the "companies" portal, develop a real "physical" interface between the administration and companies.

#### ***b) Continue the simplification and readability work on administrative forms and documents***

1. Establish an action plan based on a list of "company" forms to be simplified as a priority. Forms intended for competitiveness clusters will be the first to benefit from this measure.

#### ***c) Practice the principle of a single data collection point for companies***

1. Establish a list of data which is currently requested from companies. Based on this, data already held by an administration (federal, regional or local) will be identified and the source of each piece of data established.
2. Take the necessary measures to establish useful computer links so that companies no longer have to resend data which the Administration already has.

d) ***Extend the implementation of the principle of trust***

1. Draw up an inventory of "company" procedures for which an inspection has already been performed.
2. On this basis, modify decree texts and regulations to incorporate the principle of trust where appropriate.

e) ***In terms of companies, improve the traceability of files and payments by the public authorities***

1. Using the "companies" portal, for several priority measures which are to be identified, create a personal area where any company can see the progress of files sent to the Walloon Administration.
2. For invoices presented by companies, implement the "facturier d'entrées" invoice project for all Walloon Public Services and develop a traceability tool for companies.

f) ***Involve the Easi-Wal Commission in the implementation of the Employment-Environment Alliance, in order to guarantee that administrative constraints are identified and the required simplification actions are performed in order to avoid the alliance generating additional administrative workloads.***

<p><b>3. Assert an open Walloon identity as a factor of trust and motivation</b></p>
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***Attainment targets:***

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| <ul style="list-style-type: none"> <li>- Mobilise the assertion of identity in the openness as a major factor across all sectors for any reorganisation project;</li> <li>- Support the Walloon residents in reclaiming their shared identity, open to the world;</li> <li>- Strengthen the consistency of a project reuniting the Walloon citizens on a platform of common values and shared convictions;</li> <li>- With Walloon residents, promote a culture of defiance and shared pride, in all areas, particularly based on specific cultural and education policies.</li> </ul> |
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***a) Support the production of educational tools so that citizens (young and old) can better understand Wallonia as much through its past as its vision, values and assets***

***b) Develop participative processes***

It is planned that citizen panels will meet about the key issues of the Marshall Plan 2.Green.