

The Marshall Plan 2.Green focuses on six priority areas

Priority area I:

Human capital, an asset to be developed

Attainment targets:

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

Investment:

337 million euros

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

a) Develop communities and create training centres

Attainment targets:

- Encourage synergies between establishments in different networks at the school level;
- Standardise the training offer and create genuine courses of study which help to promote the training continuity for future workers.

- Create training centres which satisfy local socio-economic requirements and bring the various existing sub-regional organisations closer together;
- Create partnerships between local organisations in particular with a view to standardising the training offer and promoting life-long learning for future workers.

b) Increase the involvement of the professional sectors

This action aims to clarify sectoral agreements in order to formalise the commitment of partners, particularly in the following areas:

- Participation in the promotion policy for technical jobs;
- The guarantee of internship and apprenticeship places on sandwich courses;
- Support for language learning;
- Increased investment in job seeker training;
- Support for professional entrance into the job market.

c) Promote and develop technical and scientific jobs

Attainment target:

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

1. Create a promotion plan for scientific and technical jobs;
2. Continue the actions conducted within the framework of the first Marshall Plan in terms of promoting jobs in short supply and particularly those related to sustainable development policies.

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.

This will involve offering trials in one or several jobs at a training centre, in order to avoid the 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.

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.

1. Ensure development in association with the Walloon skills centres and community advanced technology centres, in partnership with the Brussels 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, social promotion education and non-university higher education.

2. Develop and improve employment assistance schemes

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

Quantified attainment target: 500 jobs per year

- 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. Satisfy market requirements

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

Attainment target:

Support the development of multilingualism in all Walloon residents.

1. Grants and training courses for job seekers

- Several weeks immersion course at a language training centre in a European country or another Belgian language community to learn English, Dutch or German.
- Company internships of one or several months.
- Intensive language training (English, Dutch, German).

2010 -2014 Quantified attainment target:

5,500 grants and 773,675 training hours

2. Training cheques for workers

2010 -2014 Quantified attainment target:

275,000 language cheques paid

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

Learning English, Dutch or German in a European country or another Belgian language community.

- Enable young people in their final year of vocational training to have job-related 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
- 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** 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:** 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.

2010 -2014 Quantified attainment target: 650 additional grants

b) Adapt the training offer in line with the needs of companies and job seekers

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.

1. Analyse skills held and those required

- Prioritising young people accessing the job market, establish a quick, in-depth diagnosis of their situation by an **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 establish "screenings" for high demand jobs.

2010 -2014 Quantified attainment target:
125,000 people benefiting from a diagnosis

2. Adapt the training offer

2010 -2014 Quantified attainment target:

3 million vocational training hours (all jobs) and 550,000 basic training hours (Employment-Environment Alliances and other green jobs).

3. Match the skills on offer with those required

- Increase opportunities to meet with employers who are recruiting (including employers from other regions and European countries), for example via the job datings organisation, job days, etc.
- Prepare the target group to meet employers who are recruiting (including employers from other regions and European countries).

2010 -2014 Quantified attainment target:

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

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.

1. Gradually make job-based courses more widely available to all students in vocational training;
2. Increase the quality and number of sandwich courses on offer - in public administration among other subjects - as well as support and assistance for young people in their training;
3. Experiment with a sandwich course offer in higher education and sandwich type courses for job seekers.

**Priority area II:
Competitiveness clusters and business networks,
success to be built on**

Attainment target:

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

Total investment:

388 million euros

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

Within the framework of the Marshall Plan, the Government identified and accredited five economic areas for the introduction of a competitiveness cluster policy: life sciences; agribusiness; mechanical engineering; transport-logistics; aeronautics-space.

Each cluster brings together companies of all sizes, training centres and research units. These different bodies sign partnership agreements and establish innovative projects, creating businesses and jobs.

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

In practical terms:

- 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 with an overall budget of 280 million euros, will be issued annually to the clusters.

To strengthen the concept of sustainable development across the various clusters, a call for "sustainable development" tenders will be issued.

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".

c) Improve investment assistance

Assistance 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 small companies 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

SOFIPOLE will finance large joint research infrastructures. These infrastructures will be shared between bodies from the academic world, research centres and companies. In fields as varied as science, technology, the environment or social sciences.

Assistance with financial arrangements could be offered in company property operations on behalf of companies or through direct support to companies, especially SMEs.

Quantified attainment target: 20 projects supported
--

e) Support exports

Support for clusters' export programmes will be continued and development, in particular through funding for one "export" manager per cluster and the implementation of an annual "export" action plan.

This action aims to intensify the search for new customers, maximise sales initiatives and widen the search for international economic and technology partners. It also seeks to increase participation in international networks.

The scientific and technology aspects of economic assignments and the AWEX network abroad will be strengthened through:

- The creation of permanent ambassadors representing the clusters, including research centres and universities;
- The creation of a network of 5 scientific and technology liaison officers; 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:

International support for 120 cluster processes/projects annually

f) ***Welcome more foreign investors***

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

Quantified attainment target:

Number of jobs created per year as a result of successful investment portfolios by sectoral experts: 300

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

Taking advantage of the experience gained, a new competitiveness cluster will be created based on the methodology applied in the accreditation of the first five clusters, in particular the procedure of analysis by an international jury. The sixth cluster will benefit from the same support as the first five.

3. Encourage the development of business networks

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

The "sustainable development" aspect will be improved in all business networks. An "ecoclusters" platform will be created in order to develop synergies and raise the external profile of clusters.

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 invest in research. This action commits fully to the European objective to allocate 3 % of the gross domestic product to research (a third of which from the private sector).

Total investment:

142 million euros

1. Coordinate research efforts in Wallonia and Brussels

Attainment target:

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

- a) Create the **Wallonia/Brussels Council for Scientific Research**.
- b) 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.
- c) Continue the **excellence programmes**, by increasing partnerships between academies.
- d) Continue the **incentive programmes** focused on the fields which are of key interest for the Walloon industrial foundation.
- e) Consolidate excellence in research by implementing of the **Walloon inter-university centre of excellence**, the Walloon Institute for Leadership in Life Sciences (WILL).
- f) Continue to finance **FRIA grants** by guaranteeing an active role for companies. The FRIA (Belgian Fund for Industry and Agriculture Research) grants for PhD students relate to applied research and economic development across a wide range of areas. At least 30 additional FRIA grants will be awarded.

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

Attainment target:

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

- a) Define the status of researcher.
- b) Improve employment conditions for researchers through access to high-tech facilities.
- c) Encourage the application of the European charter for researchers.
- d) Improve employment conditions for post-doc researchers by increasing career opportunities in companies and the public sector. At least 30 first post-docs will be financed.

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

1. Within the Wallonia/Brussels Federation, coordinate representation in European and international organisations.
2. Coordinate the different research funding bodies in order to optimise the use of funds awarded to research.
3. Encourage the participation of Walloon companies, and especially SMEs, in the different international research programmes (Eranet, Eureka, etc.).

Quantified attainment target:

150 companies involved in European research programmes

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

Attainment target:

Encourage innovation in companies and partnerships between public and private research bodies.

- a) Issue calls for tenders for technology innovation partnerships to help to develop partnerships in economic fields outside the scope of the clusters. 5 calls for tenders will be issued.
- b) Continue and improve the First Spin-off programme (inclusion of market research and preparation of a business plan in the final year of the First Spin-off programme). At least 30 First Spin-offs will be awarded.
- 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.

Quantified attainment target:

- 75 spin-offs benefiting from management assistance (15/year)
- 100 spin-offs supported

- d) Increase networking opportunities for science and technology intermediaries.
- e) 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 universities' technology transfer units and working closely with technology incubators. At least 3 "Proof of concept" strategies will be developed.
- g) Establish evaluation procedures after research projects to assess the results in terms of the achievement of economic, social and environmental attainment targets over the short, medium and long terms.

Priority area IV:

Establish an appropriate framework for creating businesses and quality jobs

Total investment:

167 million euros and 425 million of alternative financing

1. Launch an agreement to support initiative

a) Promote entrepreneurship and encourage business creation

1. Within the framework of the Walloon Programme, develop "entrepreneurship":

a) Actions focusing on young people: meetings with professionals, creativity development, "learning by doing", entrepreneurial projects, communication, networking, etc.

Quantified attainment target: 75,000 young people involved

b) Actions focusing on teachers and future teachers: acculturation courses in companies, educational tools and training workshops

Quantified attainment target: 5,000 teachers involved

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

3. Develop consistent information about business creation aimed at job seekers arriving at the Belgian advisory service on employment and vocational training, the *Carrefours Emploi Formation*.

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

1. Give entrepreneurs access to a "companies" portal and a unique "companies" office to help them identify from which aid they can benefit depending on their development stage.

2. Finalise the streamlining of the economic development sector by mapping and evaluating (satisfaction surveys with companies) the economic promotion bodies.

3. Working with companies, strengthen the presence of economic activity tools:

o Support initiatives for entrepreneurs and young companies: mentoring and sponsorship;

o Initiatives related to female entrepreneurship;

o The development of tools, actions or support aimed at entrepreneurs in the pre- or post-creation phase and the development of management skills.

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).

4. Establish a genuine second chance culture by:
- Establishing, in consultation with the Federal authorities, a legal framework for business creation for bankrupts;
 - Providing access to loans for bankrupt companies through the creation of a special guarantee system for bank loans.

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

5. Continue the efforts undertaken in terms of business transfers, particularly by:
- Financing transfer funds;
 - 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

1. Maintain the abolition of anti-economic taxes that are a burden on companies.
2. Improve the support provided to self-employed and accredited professionals as well as people wanting to create their own company:
- Grant credit guarantees and unsecured loans introduced by banking institutions.
 - The creation of support based on the Participation Funds model.

Quantified attainment target: Over 3,000 loans granted

3. Strengthen 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 structure.

Quantified attainment target: Over 750 loans granted

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

Quantified attainment target: 125 microcredits granted 125

5. Strengthen participation by the Region’s financial instruments in the 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.
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: establish a point of contact involving the Walloon Union of Companies, establish a network of experts supporting SMEs and the creation of “coaching cheques”.

Quantified attainment target: 400 beneficiary companies

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 by developing the opportunities for direct operations for large companies and SMEs who want to establish themselves on foreign markets.

Quantified attainment target: 300 beneficiary companies

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

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

1. Clean up polluted sites:

The most polluted sites present 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 clean-up of at least 13 additional sites to bring the number of cleaned 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.

Quantified attainment target:

- Completion of the 121 priority sites identified in the first Marshall Plan and rehabilitation of at least 70 additional sites (140 ha).
- Prioritising large-scale sites and those connected to the waterways and rail network: 10 sites (50 ha)
- Prioritising sites located in urban areas and settlement clusters: 30 sites (15 ha)

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

This involves 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 and implement a programme to create business parks to be provided with facilities following the evaluation of the programme adopted in July 2008. In order to develop multimodal transport hubs and optimise the economic benefits, the business parks will be developed close to existing communication infrastructures.

Quantified attainment target: An area of 750 ha given facilities

2. Launch pilot studies on creating eco-zones.

Quantified attainment target: 5 pilot studies

3. Develop economic activity micro-zones in urbanised 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 which benefit from specific support measures intended to improve the attractiveness of disadvantaged areas

After an evaluation, maintain and, if the need arises, adapt the measures promoting economic activity in the free trade zones, by:

1. Increasing the rates relating to assistance for European expansion granted to companies.

Quantified attainment target:

- 625 companies assisted in urban free trade zones (125/year)
- 750 companies assisted in rural free trade zones (150/year)

2. Financing for accommodation infrastructures for economic activities to help public and institutional investors with an increase in assistance rates.

Quantified attainment target:

- 10 to 15 infrastructures financed in urban free trade zones (start-up buildings, incubators, etc.)
- 6 to 10 infrastructures financed in rural free trade zones (business incubator type infrastructures, agricultural diversification infrastructures such as agricultural incubator centres)

3. Financing of "shared workshop" type infrastructures to help private operators.

Quantified attainment target: 5 to 9 infrastructures financed

Priority area V:

Employment-Environment Alliances, a new strategy for the future

Total investment:

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

1. Launch the first Alliance

Attainment target:

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.
- b) Develop and supervise the implementation of a multi-sectoral contract by continuing the consultation with the sectors, appointing a coordinator, inspection organisations and certification bodies to award labels, regularly assess the effects of the 1st Alliance measures, etc.

2. Develop a quality offer

- a) Develop innovation by promoting research projects and financing technology innovation partnerships in the sustainable construction sector. 5 calls for tenders will be issued.
- b) Implement training initiatives for jobs in the first Alliance (eco-construction, Building Energy Performance and eco-renovation) and other green jobs:
 - o Identify new skills and training requirements;
 - o With regards companies' changing needs, implement a development plan for innovative skills within the overall plan relating to training (described in priority area 1).
- c) Create employment to satisfy the requirements of the Employment-Environment Alliance by awarding green employment promotion aid and professional transition programmes.

3. Improve the attractiveness of sustainable investments in the housing industry

a) Measures targeting individuals:

1. Structure “energy” subsidies, “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.

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. Implement communication and awareness initiatives aimed at the general public.

b) Measures targeting the public sector:

1. Continue the renovation plan for the public housing stock based on a list of requirements for all housing 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.

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, including association structures responsible for disabled people.
4. Create a RALE (Renovation with Energy) initiative for the service sector.

Quantified attainment target: 50 RALE projects

5. Conduct pilot projects in eco-construction and eco-renovation in the public housing sector.
6. 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. A budget will be set aside for this.

5. Improve sectoral policies and initiatives in terms of research, economy, employment and training in other green jobs

a) Improve green research

1. Establish a "WISD" (Walloon Institute for Sustainable Development), a centre of excellence dedicated to sustainable development.
2. Invest in research in terms of renewable energy sources, especially with regards second generation biofuels, photovoltaics, geothermics, 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 with a view to adapting and using their technical tools intended for companies and distribute 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

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, awareness initiatives and promotion of sustainable design and networking between companies and designers.

Quantified attainment target: Awareness raised among 500 companies

- Launch an annual call for tenders in construction eco-materials (principally insulation: hemp, cellulose, cork, wool, old fabric, wood fibre).
- Establish an "ecosystem-based companies" label compatible with the Brussels Emas/ISO 14001 label.

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

Quantified attainment target: 10 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 WSL

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:

- 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.
- 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. Crease waste grants.

- c) Begin a job creation scheme (green employment promotion aid (APE) and professional transition programmes (PTP)) in green jobs other than those in the 1st Alliance (eco-construction, Building Energy Performance and eco-renovation)

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

Attainment target:

- Generate economic activity by improving informal care services, such as "childcare" and "social care"
- Through a better work-life balance help to remove obstacles to a professional career, especially for women

Total investment:**297 million euros and 125 million of alternative financing****1. Develop employment in childcare and social care services**

- 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. Develop more flexible care outside office hours;
 3. Develop support measures for finding a care place, particularly through the "Childcare" portal;
 4. Develop an extra-curricular care policy for children from 3 to 12 years old, taking into account the situation of disabled children;
 5. Assess care place requirements according to sub-regional socio-economic characteristics.

Quantified attainment target: 500 new APE/PTP

- 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 elderly people;
- 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. Calls for tenders will be launched to promote access to employment, training and socio-professional integration courses:
 - For "socially excluded" individuals (improving of their training within the framework of articles 60 and 61 and improving homeless care);
 - For the victims of violence;
 - For people from an immigrant background (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
 - For travellers (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: 70 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 and diversify the offer so as to offer crèches alongside railway stations and in created zones as well as playgroups near training centres.
- 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

Total investment:
€5,250,000

1. Mobilise public services for sustainable development

- a) Incorporate environmental, social and ethical clauses in regional public procurements
- b) Establish a sustainable purchasing and environmental management policy within the Walloon Public Services and public interest bodies
- c) Promote local products
 - 1. Promote information (environmental labelling giving CO₂, distance, etc.) to raise awareness about buying local products;
 - 2. Per sector, create a grant for waste for local economic bodies;
 - 3. Promote direct sales of local agricultural products to consumers, including the use of infrastructure aid (packaging, marketing, etc.)
- d) Establish a “sustainable development” opinion unit
- e) Raise awareness among personnel in the Walloon civil service so that they adopt responsible behaviour in terms of sustainable development
- f) Promote more environmentally friendly ways to travel, notably through the establishment of mobility plans for civil servants
- g) 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

<i>Total investment:</i>

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
- b) Establish performance indicators, and where possible, measurements for the results and the impact of the Plan on the Walloon economic fabric
- c) Conduct an 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

- 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 "company" forms

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

1. Using the “companies” portal, 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.

3. Assert an open Walloon identity as a factor of trust and motivation

- 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