



4th Annual Meeting of the OECD LEED Forum on Partnerships and Local Governance

Foreword from the Director of the OECD Centre for Entrepreneurship

Why skills? Global economic competitiveness depends on high levels of knowledge and skills which in turn lead to quality jobs and good wages. This is why governments strive to attract talent and provide skills upgrading opportunities for low-skilled workers. This important task cannot be achieved by one single actor, however. Working on skills development requires a joined-up approach between education, training, employment and economic development policies. It also means working closely with local industry to make sure that skills provision is adapted to ever evolving business needs. And it needs to involve community and civil society organisations to ensure that all can participate in enhanced prosperity.

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Working together is difficult as government, businesses, community development and civil society organisations sometimes have divergent interests and objectives. In this context, local partnerships play an increasingly important role in bringing together different actors to design and deliver area-based skills strategies and reconcile economic and social development goals. This is the motivation that grouped together 135 partnership practitioners from 25 countries at the 4th Annual Meeting of the OECD Forum on Partnerships and Local Governance held in Vienna on 18-19 February.



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As the debates demonstrated, designing an integrated skills strategy that fuels growth and competitiveness at local level is not an easy task. A key element in skills strategy design is diagnosing the local skills base and demand and forecasting future needs. Case studies on Employment Pact for Older Workers "Generation Gold", Germany, and Liverpool First, United Kingdom helped to better understand the tools used to analyse skills needs and ways to transfer findings into skills strategies. Another important challenge is to help areas move to a high-skills equilibrium, where more productive firms can make better use of the skills available locally and offer better jobs. Experiences from Tallaght Partnership, Ireland and RESOC Leuven, Belgium shed light on how to do this. Barcelona and Vienna skills strategies provide two different but very inspirational approaches to how cities can tackle skills polarisation, attract talent and, at the same time, provide upward mobility to the "working poor" while also integrating disadvantaged communities. The approach to policy impact assessment applied by Vienna Territorial Employment Pact sets a good benchmark for other cities as it measures the impact not only in terms of job placements but also in terms of job retention and income growth. A rural area skills strategy needs to address very specific needs and conditions of rural labour markets including population ageing, outmigration of skilled youth and urgent need to diversify the economic base. The experiences of GWLAD Partnership, UK and Latvia Daugavpils District Partnership could be useful for areas confronted with similar challenges. In a global context of demographic change and migration, people are no longer a 'fixed resource'. The work of Veneto Lavoro, Italy, and Avondhu Development Group, Ireland shows what can be done at local level to manage skilled migration.

The discussions showed that to enhance both skills and productivity locally it is essential to invest simultaneously in the demand and supply of skills, and to insert these actions into an innovation-driven strategic framework. This, in practice, means building up data and intelligence locally, improving the governance of skills in order to overcome institutional dispersion, taking a

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strategic view to skills (avoiding quick fixes, encouraging enterprises to think from a long-term perspective) and anticipating change. For partnerships this amounts to a challenging but, as the meeting demonstrated, feasible agenda. The key messages from the Forum meeting will feed into the work of the OECD LEED Programme over the coming years. In particular, lessons will be brought to the attention of Employment Ministers at a high level conference jointly organised by the Senate and the Ministry of Labour and Social Security of Italy and the OECD LEED Programme, in collaboration with Italia Lavoro and Isfol, in Venice, on 17-19 April.

Last but not least, the meeting helped to identify work orientations for the OECD LEED Forum on Partnerships and Local Governance. There is a strong demand for the Forum to continue to explore the skills agenda and the role of partnerships in designing and delivering skills strategies. This need will be addressed by the Forum's work in 2009-2010, but also, more immediately, by a capacity building seminar on skills strategies in cities that will be organised on 11-13 June in Trento, Italy.

I look forward to meeting you again in other activities of the OECD LEED Forum on Partnerships and Local Governance.



Sergio Arzeni

Director for Entrepreneurship, SMEs and Local Development and Head of the LEED Programme, OECD



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Skills for Competitiveness: Anticipating Change

(Francesca Froy, Policy Analyst, OECD Local Economic and Employment Development - LEED - Programme)



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Investing in workforce development The promotional slogan of the state of Maryland's Workforce Investment Board (GWIB) is 'Workforce Development is Economic Development'. The sentiment behind this, that economic development should increasingly focus as much on human resources and skills as on infrastructure and inward investment - is increasingly apparent across all OECD countries. On the other side of the world in Australia, the primary goal of the regional development agency in Griffiths, New South Wales is now 'building workforce skills and education', followed by 'taking a proactive regional approach to meeting infrastructure needs' and 'implementing regional sustainability/growth management'.

>> Skills are in demand The increasing priority given to human resource development is understandable given that skills are more and more in demand within the knowledge economy. In OECD countries, 84 per cent of people who have achieved a tertiary education qualification are in employment. By contrast, only 56 per cent of people without even an upper secondary qualification have jobs.

Today's knowledge economy is also characterised by rapid skills obsolescence. As business needs evolve at the local level, demands are placed on vocational education and training systems to evolve their curricula, but such systems (many of which are relatively centralised in OECD countries) find it difficult to adapt at the required pace. At the same time, many localities are experiencing problems of an ageing population, resulting in both labour shortages and skills shortages: when people retire they also take their skills and experience with them.

Population ageing
over the next two
decades:
demographic change
will result in labour
and skills shortages

An additional factor leading to the increasing importance, but also increasing complexity, of human resources issues is the rising degree of human mobility. Legal international immigration has more than tripled in OECD countries over the last twenty years. When people move, they take their skills and competencies with them. This has an important impact, not only on the localities that they leave behind (which may suffer due to a 'brain drain' or

loss of skills) but also on the localities in which they arrive, which have to consider new ways of adapting the skills brought by migrants to the characteristics of their local labour market. At the same time, the people who do not move, particularly those at the lower end of the skills ladder may find themselves in competition for jobs with newly arrived populations that are willing to accept poorer employment conditions as they make sacrifices on the road to becoming integrated in a new country.

This problem is exacerbated because local employment and training services are not sufficiently flexible to recognise the skills and competencies brought by new arrivals, meaning that they remain in low skilled employment. Unless local policy makers take a longer term view and ensure that both local workers, local youth and unemployed and new immigrants have sufficient opportunity to maximise their potential, the positive economic impacts of mobility may be offset by social tensions and a general waste of human talent. <<



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>> Long-term perspectives needed In some localities employers are themselves pushing for change, in the best case scenarios working together to offer customised training relevant to their industries at the local level. However in many OECD countries, employers take a back seat. Globally the most productive jobs are increasingly those that are the most knowledge intensive. However employers can also achieve competitive advantage by keeping skills levels, and therefore salaries, at a minimum. The phenomena known as the 'low skilled equilibrium' - where a low intensity of skills supply is met by a low intensity of skills demand - can affect not only localities but whole countries. Frequently local policy makers become preoccupied with 'fire-fighting' to fill local labour shortages, rather than directing their attentions to the longer term strategic need to improve the quality and knowledge intensity of the employment on offer and increase the attractiveness of the labour market to residents and newcomers alike. <<

>> Priorities have to be defined These competing demands and concerns present a major challenge to local actors seeking to develop local skills strategies and invest in their future labour force. With limited resources, local actors need to establish priorities to ensure that concerted local action can have a real impact on the labour market. However what should local priorities be? The attraction and integration of new talent? The retention of existing skilled workers? The education and training of future generations according to the needs of the local labour market? The integration of disadvantaged groups who are currently outside the labour force? Or up-skilling the current labour force and working with employers to move towards more knowledge intensive forms of production? While national policy will have a role to play, much of the responsibility for a number of these actions will fall squarely on the shoulders of local and regional actors. Their task is not an easy one. In order to make the right decisions, and effectively balance interventions, policy makers need to have a detailed understanding of the skills supply and demand in their local labour force – what is known as the local 'skills ecology'. They also need to have some foresight as to the likely industrial sectors and types of employment opportunities which will dominate in years to come. Such information is difficult to collect, and even more difficult to effectively analyse. Once priorities have been set, local actors need to have the power to influence education and training policy (which as noted above is often managed nationally) and effective ways of working in partnership, given that skills are a transversal issue addressed by policy makers in fields as diverse as education and training, employment, economic development, social development and entrepreneurship. <<

>> Emerging findings - designing local skills strategies The LEED Programme has been looking at cases of localities (in the Americas, Asia, Australasia and Europe) that have developed a joined up strategic approach on such issues. The study explores localities which have developed area based skill strategies (the High Talent Initiative in Shanghai China for example, and the Regional Skills Alliances in Michigan) while also looking at innovative responses to particular issues (such as attracting new talent and upgrading the skills of local workers). Emerging findings show that in order to be effective, skills strategies need to:

- _Be based on sound information and data;*
- _Strike the right balance between attracting talent, integrating disadvantaged groups into the workforce development system and upgrading the skills of the low qualified;*
- _Join up disparate education and training systems locally;*
- _Build strong relationships between the supply and demand side; and*
- _Look to the future and anticipate change.*

The research is being developed into a good practice manual, in addition to capacity building seminars at the OECD LEED Trento Centre for Local Development. An interim report is also available now from the OECD secretariat. For further information please contact Elisa.Campestrin@oecd.org. <<

The Value of Skills in Employment and Economic Development

(Mike Campbell, Director of Research and Policy, UK Commission for
Employment and Skills)



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Employability and productivity The prosperity of localities is driven by the numbers of people in work and how productive they are in this work. Jobs and productivity: these should be the twin goals of local policy. And the skills of the workforce are a crucial determinant of both employability and productivity. To improve access to increasingly high skills job opportunities; to help sustain peoples' participation in the labour market; and help them up the job ladder, higher skills levels are required. And if we are to raise productivity, we need to move up the value chain, develop higher quality goods and services, innovate and seek competitive advantage; we need a much better skilled workforce to enable that to happen. Generally, high skills communities are high productivity and high employment communities. And in an increasingly competitive, globalised economy, there is increasingly nowhere to hide for low skills communities, low skills workers and low skills companies. On the other hand, a more skilled workforce is a more employable and a more productive workforce.

High skills
communities are
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and high
employment
communities

>> **Identification of local skills needs** The challenge then is to raise local skills levels by developing and implementing a local skills strategy. Clearly identifying local skills needs and priorities and building an action plan to meet those needs will be crucial to economic success. Many communities have a poorly skilled workforce relative to the rest of their country and many OECD and other countries as a whole have a relatively poorly skilled workforce. In the UK, for example, not only are skills levels below those of many of its competitors, the skills levels in some communities are significantly below the national average. For example, the proportion of the workforce not qualified to school leaving standards is more than a third higher in Leicester, Stoke, Hull and Liverpool than nationally – and nationally, on that measure, the UK is already relatively poorly skilled, ranking 17th of the OECD countries. <<

>> **Four principles of developing skills strategies** In devising local skills strategies, it is essential to take account of four principles:

_ *Focus on all skills levels (not just those at the 'bottom' of the skills hierarchy) and on the whole workforce: young and old, unemployed and those in work. However, because the vast bulk of the local workforce that will be around in, say 2020, are already in work today, we should focus much more on the current adult workforce when we devise our strategies.*

_ *Focus on boosting skills demand as well as skills supply: one reason skills levels may well be low is that the local economy is geared to goods/services requiring relatively low skills levels. This puts skills at the heart of local economic development and an action to boost employers' demand for skills and the population's demand for skills. We must become much more ambitious.*

_ *Focus on the skills needed in the future as well as those needed for today.*

_ *Focus on engaging employers in local skills partnerships: they are key to success. It is they who recruit, employ and skill workers – their behaviour and commitment is central. <<*

>> **Value of skills** The prize for securing a successful skills strategy is likely to be substantial. In the UK, for example, every 1% point increase in the employment rate or productivity levels in a locality with a workforce of, say, 300,000 is worth €140 million to the local economy, every year in perpetuity. In the UK, we have calculated that, nationally, meeting the 'Leitch' ambition of a more highly skilled workforce – putting us in the top 8 of OECD countries – would net the economy €120 billion over a 30 year period, from a standing start. Skills really are highly valuable and are becoming more so in a world where the skills of a local workforce are increasingly the key differentiating factor in local competitiveness.



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Securing a more skilled workforce requires us to do six things:

_ Ensure local provision is fit for purpose and meets local economic and labour market needs. If not, bring providers and employers together to 'fix' what's going wrong.

_ Make sure that the qualifications and curriculum meet employer and individual needs and that quality is sound.

_ Encourage the acquisition of employability skills: the generic skills of literacy, numeracy, use of modern information and communication technology and communication skills, as well as the professional/technical jobs specific skills.

_ Stimulate employer and individual aspirations: work to increase the 'demand' for skills, demonstrating that 'skills pay'.

_ Work with employers to encourage them to use the skills of the local workforce to the full, accessing all the local talent pool (age, gender, ethnicity, unemployed) and managing it effectively. Share good practices.

_ Review all local policies, institutions and resourcing to make sure they reflect the value of skills in economic and employment development.

A local skills partnership, focussed on devising and implementing a local skills strategy and implementation plan, can really make a difference to local prosperity, today and in tomorrow's uncertain, turbulent but exciting world. <<

Biography of Mike Campbell

Mike is Director of Research and Policy at the UK Commission for Employment and Skills (UKCES). He is responsible for advising Government on the policies, strategies and targets required to reach the World Class Skills ambition and for assisting the UK's progress towards it. Previously he was Director of Development at the Sector Skills Development Agency (SSDA) where he was responsible for championing and leading the Skills for Business network's thinking and evidence base on the skills and productivity agenda.

His most recent books are Skills and Economic Performance (with Sam Porter) (Caspian 2006) and Learn to Succeed: The Case for a Skills Revolution (Policy Press 2002). His other published work includes: Skills in England 2001 (DfES/LSC); What Works Locally? (Joseph Rowntree Foundation 2001); Partnership for Success (DfEE 2000); and Learning Pays and Learning Works (NACETT 2000). He has published widely in professional publications and academic journals. He has written over 100 research reports and made more than 500 presentations at conferences and events, in the UK, Europe, North America, Australia, Asia and Africa.

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Why are Skills Important to Economic Development?

(Mark Troppe, US Department of Commerce's NIST Manufacturing Extension Partnership Programme)



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Fostering economic growth The rapidly changing, highly competitive global economy puts a premium on skilled workers, and many nations and regions are making major investments to develop this resource. Many regions are taking steps to better align their workforce and economic development programmes. When these programmes are well-aligned, economic and workforce development officials work together to ensure that long-term planning and current recruitment and expansion efforts take into account the skills of the region's workforce and the workforce development systems' capacity to train additional workers. Similarly, workforce development professionals work closely with economic development officials and employers to ensure that training and job placement efforts are designed to meet the skills needs of regional industries - especially those viewed as key to future economic growth. And individual companies won't make much progress on modernisation initiatives to improve productivity or to innovate before they have to address issues related to skills and culture within the organisation.

Skills
development
+ productivity
improvement
+ innovation
= SUCCESS

>> Does workforce development equal economic development? Let's oversimplify the economic development agenda into three activities: attraction, retention and expansion of existing firms, and entrepreneurship promotion. Skills development organisations have much to contribute to the economic development agenda in each of these areas. But we should not be deluded into thinking that workforce development equals economic development. There are many differences in funding, culture, professional training, history, language used in doing business, governance and planning structures, performance and reporting requirements, geographic focus areas, and many other areas. To recognise and understand these differences, and overcome them for mutual benefit, requires a commitment to building and sustaining partnership relationships. In the US, many regions are collaborating across agencies using a process that generally includes the following steps:

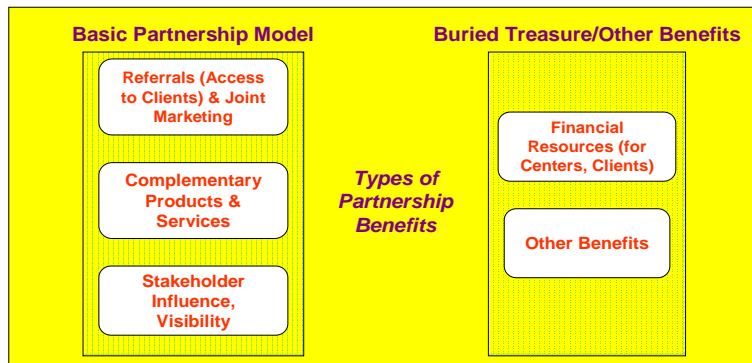
- _ Using data to understand the region's economy and labour market;
- _ Engaging political leadership in support of the effort;
- _ Identifying opportunities and setting priorities based on the data;
- _ Aligning organisations, agencies, missions and budgets; and
- _ Developing and implementing strategies. <<

>> Benefits by partnering So what have we learned about partnerships for skills and competitiveness? No single organisation can take on the large task of regional development alone, so partnerships have to come together in support of the broader cause that is bigger than any single organisational agenda. As the graphic below illustrates, there are many benefits that can accrue to partners beyond funding support alone.

Partnership Benefits -- Multiple Categories



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Source: Michael Stone and Associates, 2006

Client Impact / Reach

OECD-LEED February 18-19, 2008

NIST MEP

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Effective partnerships can extend the reach of any single organisation or agency, to enable you to do more or better than you could do it alone. In assessing potential partners, consider alignment of missions, brand prominence (credibility and fit), and overlap in target markets or customer base. And be mindful that there are costs and risks associated with partnerships, including staff time to develop and maintain the relationships, loss of control or visibility, and others.<<

>> **The “three C’s”** Rich Bendis, formerly with Innovation Philadelphia, concluded that organisations desiring to work in partnership often are thwarted by failing to adequately address one of the “three C’s.” These include cash, credit, and control. For cash, how will the funds flow? Who writes the proposals? Who is the fiduciary agent? How do you balance the relative contributions of different funders and service providers? For credit, who gets the credit for successes and the blame for pilots that don’t work? Who is in the pictures with the elected officials? Who attends which meetings? For control, how do you reconcile different organisational governance structures and service areas? Who has ultimate decision-making authority and for what issues? Under what circumstances is decision-making shared with others? If these issues are not discussed in advance, and if they are not resolved to mutual satisfaction, they can undermine the long-term success of the relationships across agencies. On a broader scale, in a region where these relationships are not aligned effectively, the region can operate at a competitive disadvantage vis-à-vis other regions. <<

Biography of Mark Troppe

Mark is the Manager of Strategic Partnerships at the US Department of Commerce’s NIST Manufacturing Extension Partnership Programme. In this role, he is primarily responsible for State Relations, working to ensure that MEP centres are well-integrated into states’ economic development strategies. He plays an important role in MEP’s collaborations with other federal and state programmes to provide leverage for transforming small manufacturers and aligning with state strategies. In addition, Mark plays a role in shaping MEP centres’ workforce development activities and building capacity in the system to address workforce needs through partnerships with other organisations like community colleges as well as in-house expertise.

Mark is the co-author or editor of several publications, including: “Building Successful Relationships in Economic and Workforce Development: Manufacturing Extension Partnership Centers and the Workforce Development System” (January 2004); “Connecting the Workforce Investment System to Small and Emerging Businesses” (April 2004); and many others.

For further information please contact mtroppe@nist.gov.

Thematic working groups at the 4th Annual Forum Meeting



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>> **Thematic division** 135 participants from 25 OECD member and non-member countries attended the 4th Annual Forum Meeting and took an active part in lively working group sessions, which were organised in parallel on 5 themes. There were ten partnership cases presented from the following countries: Austria, Belgium, Germany, Ireland, Italy, Latvia, Spain, and the United Kingdom. Two partnerships' representatives per working group introduced their experience in skills development and discussed key questions with the audience. <<

>> **Working group 1: Measuring skills needs** In order to make the right decisions, and effectively balance interventions, policy makers need to have a detailed understanding of the skills supply and demand in their local labour force – what is known as the local 'skills ecology'. They also need to have some foresight as to the likely industrial sectors and types of employment opportunities which will dominate in years to come. Such information is difficult to collect, and even more difficult to effectively analyse.

In this working group two cases highlighted their experience with balancing skills supply and demand and measuring skills needs: **Employment Pact for Older Workers "Generation Gold"** (Germany) and **Liverpool First** (United Kingdom). <<

>> **Working group 2: Upgrading the skills of the current labour force** In the context of globalisation, traditional jobs are being destroyed and being replaced by higher skilled ones. Localities and regions need to adapt their training and education systems to help the local labour force meet the needs of the evolving economy, in particular upgrading the skills of lower-qualified workers. It is not just the labour force which needs to adapt, but also employers. In some OECD countries, 'low skill equilibrium' exists where the majority of managers and workers are low-skilled and hence produce low value-added goods and services. Also, it is not just occupation specific skills which need to be upgraded in the labour market, but also generic and basic skills. The OECD PISA Study and International Adult Literacy Survey has highlighted that basic skills are often lacking in OECD countries, with many school children and adult workers not having basic literacy and numeracy.

Two partnership examples **Tallaght Partnership** (Ireland) and **RESOC Leuven** (Belgium) were discussed and experience with skills upgrading for low-qualified workers in Tallaght (part of the Dublin Region) and Flanders (Flemish Brabant) was introduced. <<

>> **Working group 3: Dealing with loss of skills in rural areas** Often, rural labour markets are predominantly oriented towards agriculture, and, in some cases enriched by tourism activities. Knowledge intensive sectors remain under-represented, and employers compete in low value added markets, provide relatively low wages and demand relatively low skills. This makes labour market diversification a significant challenge. Rural labour markets are often highly seasonalised and have limited permanent labour demand which may result in little incentive for investment in training. Education and vocational training policies in particular suffer from a low number of potential beneficiaries and limited ICT infrastructure, resulting in higher costs of provision. Rural areas may also face particular demographic issues, such as an ageing workforce and out-migration of younger people to urban areas and, in some cases, to other countries. Local policy makers in such areas are faced with tough policy choices: there is evidently a strong need to invest in skills in order to achieve a high value-added local economy.

However, how far should they invest in a young local workforce which has a tendency to migrate elsewhere?

Experiences with sustainable rural development and skills development were discussed by the representatives of **GWLAD Partnership** from North Wales (United Kingdom) and **Daugavpils District Partnership** from South-east Latvia. <<



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>> **Working group 4: Skills strategies in cities** Cities experience specific skills needs, particularly as their complex demand structure, and the existence of high living costs, appear to favour skills polarisation. Cities host a large number of highly skilled residents whose skills are becoming more specialised and who are increasingly sourced from all over the world. However they also depend on a significant lower value services sector, requiring low skilled workers, who again are often newcomers. The low pay involved in such work and high living costs combine to create particularly unfavourable employment conditions which many native residents reject. Where legal immigration routes are not available, such gaps are often met instead by illegal immigration and a sizeable informal labour market. High living costs also prevent those with middle order skills (including those who perform an essential role in the public sector, such as teachers and nurses) from remaining in cities as their skills are more profitable in other localities and regions. In addition, high living costs can make it particularly difficult for those who have been long-term unemployed to take lower paid jobs which do not provide equal income to the receipt of unemployment or social security benefits.

Speakers from **Territorial Employment Pact Vienna** (Austria) and from **Porta22 - Barcelona Activa** (Spain) held a debate on the skills profiles of the cities and their strategies on how to integrate, for example, young people, the unemployed and immigrants. <<

>> **Working group 5: The local management of skilled migration** Immigrants bring considerable skills to local economies, but these are frequently wasted due to barriers to employment and training, a lack of recognition of qualifications gained overseas and in some cases discrimination by local employers. When they cannot find employment in their own profession, financial pressures encourage skilled migrants to take the most immediately available job, diverting them from their long-term career path and reducing their value to the labour force. Clearly skills are lost during this process and the long term living standards of immigrants and their offspring compromised. At the same time, whilst global gains from moving workers into higher wage jobs potentially offset any country-specific losses, emigration of too much human capital can slow down the pace of local economies, and eventually trap them into a low-level equilibrium. While remittances may sustain the families of emigrés, local development will be absent without concerted attempts by local policy makers to produce change, in some cases by harnessing the commitment of diaspora communities, and in others by encouraging return migration. Transforming recruitment overseas and return into a virtuous cycle should therefore be an ultimate policy goal for national and local governments and their counterparts from the private sector and civil society.

Two partnership managers from **Veneto Lavoro** (Italy) and **Avondhu Development Group** (Ireland) talked about their experience with local skills migration (14.7% of Irelands current population is made up by immigrants) and discussed, for example, how the Italian labour market is dealing with immigrants from Western Balkan, Former Soviet Union and African countries. <<

All presentations are available at: <http://www.oecd.org/cfe/leed/forum/partnerships>.

Many thanks to all partnership experts, rapporteurs and moderators for their cooperation and support at the 4th Annual Forum Meeting



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Capacity Building for Partnerships

Designing and Delivering Skills Strategies for Cities

11 – 13 June 2008
Trento, Italy

Improving
the capacity of
partnerships
to design and
deliver integrated
skills strategies

When developing a skills agenda for a particular locality or region, a number of different factors have to be taken into account. Local people need to be equipped with the skills required for career development and future prosperity, while the skills demands of local employers need to be met through innovative and flexible training delivery. Measures range from improving employability of those who are about to enter the labour market, helping adults with low or no qualifications to achieve the skills necessary for sustainable employment, as well as providing opportunities for the highly qualified to renew and refresh their skills. Local partnerships prove to be a particularly useful tool in responding to these challenges.

>> **The objective of this seminar** is to improve the capacity of partnerships to design and deliver integrated skills strategies.

It will focus on three main themes:

- _ *Theme 1: Understanding local skills needs;*
- _ *Theme 2: Building an integrated skills strategy; and*
- _ *Theme 3: Assessing the impact: moving from quantitative to qualitative assessment.*

>> **Participants profile** The seminar will gather some 25 participants: Urban partnerships managers and practitioners responsible for workforce development strategies as well as national co-ordinators of partnership networks from OECD member countries. <<

Building Local Partnerships in Central Eastern and South Eastern Europe

10-14 November 2008
Trento, Italy

Building effective partnerships is a difficult and long-term exercise. Partnerships must build a critical mass through ensuring the commitment of the main government agencies concerned, a strong participation from business, an unchallenged representation from civil society, and wider community support. Accountability and transparency must be exemplary, and performance monitored and properly assessed. These require internal organisational development towards vision and strategy building, timely internal communication and robust performance management, as well as tailored outreach and engagement activities to local and national governments, the business sector, civil society and the wider community. The objective of this seminar is to build partnerships' organisational capacity.

>> **Participants profile** The seminar will gather some 30 local partnerships practitioners and their national government counterparts from Central Eastern and South Eastern Europe.

For more information on these two events, please contact Elisa.Campestrin@oecd.org. <<

OECD LEED **forum** on **partnerships and local governance** at the ZSI

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News & Events

"Decentralisation and Co-ordination: The Twin Challenges of Labour Market Policy" 17 - 19 April 2008, Venice, Italy The conference is jointly organised by the Senate and the Ministry of Labour and Social Security of Italy and the OECD LEED Programme, in collaboration with Italia Lavoro and Isfol.

This high-level conference will take stock of 10 years of decentralisation since the initial Venice conference which the LEED Programme organised in 1998 at the request of the Italian government. The main themes of the conference will be: i) reducing the trade-off between flexibility and accountability; ii) co-ordinating labour market policy with economic development and innovation; and iii) tackling skills and employability challenges. Policy makers will bring lessons from their experience of decentralisation over the past 10 years and debate ways to make policies more effective in a globalised, knowledge-based economy, when localities are faced with complex issues and business needs change constantly.

For further information and registration, please contact Debra.Binks@oecd.org.

Regions: The Dilemmas of Integration and Competition 27 May 2008, Prague, the Czech Republic This conference is the twelfth in the Association's international series of events, and it comes at a time when great changes are unfolding in Europe, both in terms of regional development and regional policy. The following themes will be discussed: Labour Market Dynamics, Human Capital and Migration; Rural Economic Development; City Regions; Spatial Planning and Territories; Multi-Level Governance, etc.

For full list of themes and further organisational details, please contact Ms. Lisa Bibby-Larsen, Tel: +44 (0)1323 899 698, events@rsa-ls.ac.uk or consult <http://www.regional-studies-assoc.ac.uk>.

Forum in brief



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The partnership network The OECD LEED Forum on Partnerships and Local Governance, created in 2004 in co-operation with the Austrian Federal Ministry of Economy and Labour and supported by the European Commission, is a network for the exchange of information and experiences between local partnerships.

The Forum is
a network for the
exchange of
information and
experiences between
partnerships

>> **Forum mission** The mission of the OECD LEED Forum on Partnerships and Local Governance is to enhance the contribution of partnership structures to local development and local governance and the effectiveness of policies. <<

>> **Forum partnerships** Area-based partnerships are tools to improve governance. They seek to improve policy co-ordination and adaptation to local conditions, lead to the better utilisation and targeting of programmes, integrate civil society's concerns into strategic planning exercises, stimulate corporate involvement in local projects, and promote greater satisfaction with public policy (*OECD, Local Partnerships for Better Governance, 2001*).

Forum partnerships are primarily focused on **employment** and **social issues** and **economic development** and are characterised by a multi-level, multi-sectoral and multi-dimensional approach. <<

>> Objectives of the Forum

- _ to improve dissemination, stimulate learning between partnerships and facilitate the transfer of expertise and exchange of experiences;
- _ to create synergies between partnership programmes;
- _ to assess and develop co-operation models; and
- _ to advise and support partnership organisations on ways to promote an integrated approach and improve the co-ordination between policies. <<

>> **Forum Structure** All institutions and organisations involved in the management of area-based partnerships may become members of the Forum.

All co-ordination tasks are carried out by the Forum Office Vienna at the ZSI (Centre for Social Innovation) and the OECD LEED Trento Centre for Local Development, under the supervision of the OECD LEED Programme (Paris). <<



OECD LEED **forum** on
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