



OECD LEED forum on  
partnerships and  
local governance

# forum **partnerships** 2006

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# Austria

## Territorial Employment Pacts

### Framework and setting

**Geographic scale** Territorial Employment Pacts (TEPs) are established in all nine Austrian Federal Provinces (Austria's population is approximately 8,000,000). Additionally, some TEPs have been set up at local level (NUTS III).

**Policy framework** TEPs contribute to the realisation of the objectives laid down in the National Action Plan for Employment (NAP) and are in line with the European Employment Strategy. They are implemented under the Austrian Objective 3 Programme 2000-2006 / priority 6 / European Social Fund – ESF (acronym: O3), which aims to establish TEPs in all Provinces.

### Partnerships at work

**Rationale** Austrian labour market and employment policy is confronted with particular challenges that cannot be met by individual institutions acting alone, such as the concentration of unemployment within certain groups or gender segregation in the labour market. The NAP integrates the aims of employment policy (especially economic and structural policy), with educational policy and regional policy. The TEPs provide the institutional framework for the delivery of the NAP, supporting joint working at the regional level to secure and create jobs.

**Objectives** TEPs are contracted at the regional level to better link employment policy with other policies and thereby improve the local and regional employment situation. In co-operating as partners, the specific aims of the TEPs are to increase effectiveness and efficiency in the use of resources, to improve the quality of support given to certain target groups, to secure and create jobs, to obtain funding for the region and to ensure sustainability.

**Functions** The partnerships develop regional strategies with respect to employment policies. They identify local and regional issues, develop ideas and strategies and implement measures according to their objectives. All partners are involved in conceiving agreeing upon and implementing a work programme.

**Policy areas** Labour market and employment policy (in co-ordination with other policies, such as regional development policies)

**Policy tools/ Instruments** The TEPs use a huge variety of different measures and instruments to address regional and local issues. Instruments include, for example, implacement foundations (Arbeitsstiftungen), qualification and training measures, social enterprises, counselling facilities, business start-ups and other innovative projects.

**Timeframe** In 1997, the EU-pilot programme to support Territorial Employment Pacts (1997-2000) supported the development of a number of TEPs in Austria. During the current ESF programming period (2000-2006), TEPs have been established in all Austrian Provinces and supported by the Objective 3 programme.

**Partners** Provincial Governments, Regional Labour Market Services, Federal Office of Social Affairs, Economic Chamber, Chamber of Labour, Federation of Trade Unions, Federation of Industry, Association of Municipalities, Provincial Chamber of Agriculture, Provincial School Board, gender mainstreaming experts, representatives of employees, representatives of employers, representatives of regional Non-Profit-Organisations, Regional Management Associations.

**Contracts** The contracting partners vary in each TEP but include the Provincial Government, Labour Market Service, Federal Office of Social Affairs and the social partners. Most partners establish their contracts for a period of one to three years.

**Legal status** None

**Sources of Financing** The TEPs' measures are funded by financial contributions of the contracting partners, which amounted to approx. EUR 600,000,000 in 2005. For the regional and local co-

ordination of each TEP additional funding of approx. EUR 200,000 p.a. is applied for from the Austrian Objective 3 (co-financed by the ESF with 46% and 54% by the Federal Ministry of Economic Affairs and Labour).

**Results** TEPs lead to positive results in terms of improving co-operation and partnership working, as well as in terms of improving the implementation of policy measures. The Austrian evaluation of TEPs (2003) has shown that the TEPs have increased the efficiency and effectiveness of the regional approach to active labour market policy, supporting the integration of unemployed persons into the labour market and raising employability. In addition, the partnership approach has indirectly affected the way a number of policies are carried out in the region. Mainstreaming equal opportunities in the design of policies is an additional result.

## Partnerships' highlight

**Programme/Project** "TEP\_EQUAL\_Elderly", sectoral EQUAL development partnership (DP) supported by all Austrian TEPs

**Timeframe** 2005 – 2007

**Objectives** The main aims of "TEP\_EQUAL\_Elderly" are to deepen partnerships between institutions in the field of labour market and economy on the basis of regional TEP know-how, to enhance and improve the labour market possibilities for the target group "elderly people" on regional level, and to integrate innovative problem solutions into the working programmes of the TEPs by using synergies between the different programmes ideally.

**Activities** "TEP\_EQUAL\_Elderly" focuses on the re-integration of elderly unemployed and set measures to keep elderly people at work process. Main instruments of "TEP\_EQUAL\_Elderly" are the so called "Elderly plans". The DP implements measures on three different levels. On the TEP-project level, the new labour market instrument "elderly plan" will be implemented in three provinces. "Elderly plans" are tailor-made methods for the (re)integration of elderly people and for prevention of elderly unemployment. The results will be transferred to the working programmes of the TEPs at the TEP-programme level. Gained experience is shared between all TEPs on the federal TEP-network level. Additionally, the results of the DP will provide a basis for the TEP "White paper on elderly", which contains a TEP strategy for elderly people at the labour market.

**Results** The information exchange between the TEPs on the federal level is enhanced. The mainstreaming of measures and instruments throughout the provinces adds value and leverage to the federal co-operation between all TEPs. The horizontal co-operation between all TEPs is also significantly strengthened.

## Contact

### Partnership co-ordination at national / sub-regional level

In 1999, the Federal Ministry for Economic Affairs and Labour commissioned the establishing of a Co-ordination Unit (Kooo) for the entire country at the Centre for Social Innovation (ZSI). The Kooo supports the various projects carried out by the Austrian Employment Pacts and its partner institutions by way of information exchange, strategic co-ordination and joint activities. Kooo at the Centre for Social Innovation, Linke Wienzeile 246, 1150 Vienna, Austria, Anette Scopetta, Tel.: +43 / 1 / 495 04 42-58, Fax: +43 / 1 / 495 04 42-40, e-mail: kooo@zsi.at, www.pakte.at, www.zsi.at

### Partnership co-ordinators at regional / local level

There are nine Pact co-ordinations on regional level and several on local levels (NUTS III) supported by O3:

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# Belgium (Flanders)

## Job-shops

### Framework and setting

**Geographic scale** Flanders

**Policy framework** A job-shop is a one-address-stop for a broad range of services for job seekers as well as employers. Various equal partners provide these services at various locations (mainly near to the residences of the customers). There is a steering committee (with representatives of all partner organisations) managing the job-shops, and a “project cell” with representatives of the Flemish partner organisations. The role of the “project cell” is to financially manage the job-shops, to solve problems, to improve the communication between the partners and to give support via a helpdesk.

### Partnerships at work

**Rationale** The job-shops have been developed from a broad and constructive “network vision” on partnership taking into account the nature and qualities of each actor involved in order to offer an added value to customers, based on the partners’ specific competencies and labour market knowledge.

**Objectives** The main objective is the better performing of the labour market. The focus lies on promoting labour market transparency by stimulating the accessibility of the various organisations and groups, encouraging the job-seeker’s ability to be independent thereby providing the necessary individual coaching and stimulating the local service economy.

**Functions** Job-shops’ main tasks are, firstly, to provide services for job seekers and employers as well as to play a key role in the tuning between the Flemish, Federal (i.e. Belgian) and European employment policies, and, secondly, to develop the local service economy. Job-shops provide a full offer of integrated services and information about the local service economy. A good tuning between the local service economy, integrated services and the counselling of job seekers guarantees a well-performed local labour market.

**Policy areas** Labour market and employment policy, social inclusion

**Policy tools/  
Instruments** Individuals can ask for assistance of certified job-shop employees and receive on-line information.

**Timeframe** There is no time limit.

**Partners** The partners at policy level are the Federal Government (represented by the Minister for Employment and the State Secretary for Sustainable Development and Social Economy), the Flemish Government (represented by the Flemish Minister of Employment, Education and Training, and by the Flemish Minister of Transport, Social Economy and Equal Opportunities) and the VVSG (Association of Flemish Cities and Municipalities/represented by the chairmen). Other partners are e.g.:

- \_ VDAB (Vlaamse Dienst voor Arbeidsbemiddeling en Beroepsopleiding): The Flemish public employment service makes sure that job seekers and employers find each other in a quick, efficient way and free of charge;
- \_ RVA (Rijksdienst voor Arbeidsvoorziening): Within the Belgian social security system the RVA is responsible for the organisation of the unemployment insurance. The adequate services provided are prevention, payment and insertion;
- \_ PWA (Plaatselijk Werkgelegenheidsagentschap): PWA is a sub-division of the federal services dealing with the unemployment benefits. PWA counsellors sell service vouchers to individuals (e.g. laundry, small paintwork). Unemployed persons perform the jobs;
- \_ ATB (Arbeidstrajectbegeleiding): ATB have counsellors specialised in coaching and guidance giving to disabled persons in order to integrate them into the labour market;
- \_ SLN (Steunpunt Lokale Netwerken): SLN is an umbrella organisation providing local training and the coaching of projects; and
- \_ Municipalities

- Contracts** The partners of job-shop draw up and sign a contract. The contract confirms the creation of the Local Employment Forum, which actually manages and administrates the job-shop on local level.
- Legal status** Job-shops either have the status of non-profit organisations or are local agreements for co-operation (in the latter, the job-shops function as co-operations).
- Sources of Financing** The labour costs of personnel offering service are paid by his mother organisation. The VDAB spends part of the budget on the operational expenses of job-shops (e.g. IT-expenses). The Flemish government determines the amount of this budget. Each partner conducting counselling activities guarantees the financial contribution of at least 2,500 EUR per full time equivalent in the annual operating budget.
- Results** Currently, 140 job-shops exist in 308 Flemish cities and municipalities.

## Partnerships' highlight

- Programme/Project** WIS (Work Information System) kiosk
- Timeframe** Continuously
- Objectives** The WIS kiosk is a vacancy database for job seekers. The database can be consulted free of charge via the Internet or via numerous terminals in Flanders.
- Activities** Every job-shop and many public places, such as town halls, libraries, banks and department stores have a WIS kiosk. The data are updated on a daily basis and consist on information about vacancies and vocational training as well as information on the partners of job-shops. Additionally, the kiosks allow personal file management and CV management and offer print possibilities for information provided.
- Results** Partner organisations as well as employers and employees use the service. The system has become almost indispensable to users.

## Contacts

### Partnership co-ordination at national / sub-regional level

There is an umbrella project cell Job-shops that co-ordinates and supports:

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VVSG: Fabio Contipelli, e-mail: fabio.contipelli@vvsg.be

Ministry of the Flemish Community, Agency of Work and Social Economy:

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### Partnership co-ordinators at regional / local level

Please contact the above-mentioned institutions.



# Belgium (Flanders)

## RESOC and SERR

### Framework and setting

**Geographic scale** Two partnerships recently established in Flanders are the Regional Socio-economic Committees (RESOC) and the Socio-economic councils of the Region (SERR). The respective regions vary in size from covering 150,000 up to 700,000 inhabitants per RESOC/SERR region.

**Policy framework** Sub-regional Employment Committees were initiated in 1974 as sub-regional advisory committees of the National Employment Service. In 1994, district platforms (streekplatformen) were established at the sub-regional level. The Sub-regional Employment Committees were transformed in the 1990s to independent committees with a co-ordinating role on sub-regional employment policy. In 2004, a new law on sub-regional partnerships regarding socio-economic policy development was voted. Sub-regional structures were developed combining the advisory and consultative tasks on labour market and economic policies. In each sub-region two new regionally-based structures, the RESOC and the SERR were established. RESOC is a tripartite consultative committee whilst SERR is a bipartite advisory and consultative structure. Several RESOC and SERR can combine forces within one broader acknowledged regional or provincial partnership. These partnerships are a legal body and have a NGO status.

### Partnerships at work

**Rationale** The partnerships have been created as strong advisory and consulting structures in the region providing both bottom-up and top-down information and influencing socio-economic policy development.

**Objectives** The main objectives of Flemish RESOCs are to draw up a regional pact every six years including strategic choices and solutions for resolving socio-economic problems in the region, to stimulate innovative initiatives, to give advice on socio-economic matters, and to provide a consultative framework for regional actors on labour market and economic policy development. The main objective for each Flemish SERR is to organise bipartite consultation on economic and labour market issues and to give advice on labour market policies and related measures.

**Functions** The partnerships have an advisory function on employment and economic policies which have a strong local or regional impact and provide a forum for consultation between central partners involved in regional socio-economic development.

**Policy areas** The policy areas covered: labour market and economic policy development.

**Policy tools/  
Instruments** The tools used include formal policy advice regarding various employment measures for the Flemish Ministers of Employment and special human resources counselling and guidance for project developers regarding employment equity and diversity.

**Timeframe** There is no time limit.

**Partners** The main partners of RESOCs are local and provincial authorities, Social Partners, VDAB (the Flemish Public Employment Service) and NGOs. A representative of the local or provincial authorities acts as President. SERR is a regional bipartite body of the social partners, presided by one of the members.

**Contracts** There is no contract between the partners, but RESOC has the objective to develop a strategic socio-economic pact for the region effectively binding all undersigning partners.

**Legal status** NGO

**Sources of  
Financing** ERSVs (the recognised regional partnerships) are legal bodies supporting RESOCs and SERRs in a larger region. They receive a yearly staffing budget from the Flemish Government for their central advising role on labour market and economic issues and for

their project-development staff. They can also apply for funding of innovative projects. Provincial and local authorities provide additional funding.

- Results** New structures have been set up since 2005 and results from this period include:
- \_ Project developers have stimulated and guided over 2,000 diversity action plans in companies and organisations.
  - \_ Regional centres for social economy have been stimulated and established.
  - \_ Local employment services have been stimulated.
  - \_ Employment policy measures have been improved and better focussed on the basis of committee advice.

## Partnerships' highlight

- Programme/Project** Diversity action plans: From 1999 onwards, the sub-regional employment committees have been the central partners for the development and provision of guidance on diversity action plans in over 2,000 companies. These action plans focus on the recruitment, progression, training and retention of members of target groups (e.g. migrant workers, disabled persons and elder workers), aiming to achieve employment equity on the labour market.
- Timeframe** Since 1999, objectives and guidelines have been established in consultation with social partners on the Flemish level and reviewed on a yearly basis.
- Objectives** The objective is to realise employment equity and diversity in the Flemish labour market.
- Activities** Activities include the development and stimulation a of HR-policy aimed at the durable integration of target groups in the labour market (e.g. diversity plans, competency policy) and stimulation of the social economy and local services economy.
- Results** Results include:
- \_ yearly action plans on labour market and economic policy at the sub-regional level;
  - \_ Regional Pacts for economic and labour market development endorsed by all partners;
  - \_ active role in stimulating diversity plans in companies (2006 target: 525 diversity plans);
  - \_ several innovative projects leading to structural adaptations in policy, and
  - \_ well-informed and supported regional actors.

## Contacts

### Partnership co-ordination at national / sub-regional level

At Flemish level, there is a guidance committee composed of partners at Flemish level e.g. social partners, government, ministry and PES and partners at sub-regional level (representatives of RESOC/SERR). A co-ordinating Unit is implemented in the Ministry of Employment, Miet Verhamme, e-mail: miet.verhamme@wse.vlaanderen.be, www.vlaanderen.be/werk

### Partnership co-ordinators at regional / local level

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# Bosnia and Herzegovina

## Local Action Groups

### Framework and setting

**Geographic scale** Twenty-three Local Action Groups (LAGs) are established in disadvantaged areas covering twenty-four municipalities of Bosnia and Herzegovina (Derвента, City of Mostar, Lukavac, Tuzla, Doboј, Travnik, Bosanski Brod, Samac, Maglaj, Bosanski Novi, Jajce, Vares, Drvar, Velika Kladusa, Bosanska Krupa, Kljuc, Brcko District, Sipovo, Bosansko Grahovo, Gorazde, Vlasenica, Srebrenica and Zvornik) geographically spread over two entities (Federation of Bosnia and Herzegovina and Republic of Srpska) and one Brcko district. Currently thirteen LAGs are based in the Federation of Bosnia and Herzegovina, nine are in the Republic of Srpska, and one is located in Brcko District. The population covered by LAGs is approximately 800,000.

**Policy framework** Eighteen Local Action Groups (LAGs) were initiated in the framework of the United Nations Development Programme SUTRA II Project (Sustainable Transfer to Return Related Authorities) in April 2005. Remaining six (Sipovo, Bosansko Grahovo, Gorazde, Vlasenica, Srebrenica and Zvornik) were established in 2006 as a part of new phase of SUTRA Project called SUTRA PLOD (SUpport To Rights-based Approach – Partnership for Local Development). LAGs are considered as new local partnerships bringing together local authorities, civil society organisations and the private business sector.

### Partnerships at work

**Rationale** Importance of the return of refugees and displaced persons in BiH to their pre-war places of residence is of the highest importance for the development of sustainable peace in BiH and exercising of basic human rights. Return is considered as pre-condition for creating the necessary conditions to enable the design of future interventions that ensure the long-term social and economic sustainability of return and reintegration of refugees and DPs in BiH and contribute to human development of BiH communities. In this light, the Local Action Groups (LAGs) aim to build and strengthen the capacity of community members of both the governmental and the civil sector to identify and manage community development needs in a sustainable way.

**Objectives** The main objectives of LAGs are to enhance the public and private partnerships in BiH, to involve local partners in the decision making process at the municipal level and to enhance the capacity of NGOs and business sector by enabling them to become potential partners in the area of local development. This is in line with the overall objective of SUTRA project, which is to support BiH in the Stabilisation and Association Process with the European Union.

**Functions** The functions of the Local Action Groups are:

- \_ creating and maintaining co-operation of all stakeholders at the local level related to employment and social inclusion;
- \_ improving the integration and co-ordination of activities leading to social inclusion and increasing the rate of employment;
- \_ defining strategies of economic and social development for the respective territories;
- \_ developing and implementing programmes/projects and securing their sustainability;
- \_ establishing mechanisms of the project assessment and recommendation;
- \_ evaluating the results of the projects and their impact on the strategy;
- \_ assistance in project monitoring;
- \_ providing information and publicity on small-scale projects in territories; and
- \_ dissemination of best practices within the country and abroad.

**Policy areas** Local government reform policies and local economic development policy

**Policy tools/ Instruments** The main activities include counselling services provided to target groups, the preparation of local development action plans and the conduction of capacity building activities to

increase performance and efficiency of LAGs' functions. The LAGs operate as the operational body for implementation of projects at the local/municipal level. The LAGs develop sub-projects proposals for their respective municipalities (including reconstruction of houses and technical infrastructure, local capacity building initiatives and definition of sustainability measures components), as well as co-ordinate all activities during implementation of the project.

- Timeframe** The first LAGs started to operate in April 2005 and together with others, which were established in the period 2005-2006, will be financed for a period of approximately 32 months. The LAGs are the continuation of "local consortia", which have been operative since 2003.
- Partners** The LAGs include municipal authorities, civil society organisations (NGOs) and the local business sector.
- Contracts** The LAGs are based on a partnership statement which is signed between the partners to ensure clear division of responsibilities. An institutionalisation process is on-going.
- Legal status** None
- Sources of Financing** The LAGs are currently being financed by the United Nations Development Programme - SUTRA Project, which is co-financed by the European Commission and BiH.
- Results** The LAGs have gained recognition from the local authorities who have accepted the notion of working with and consulting civil society organisations and the local business sector in their rendering of services to citizens. All partners of the LAGs have developed their capacities in identifying needs in the community, defining development priorities, drafting project proposals, improving partnership between the public sector, private sector, and making sure that municipalities take necessary steps in order to measure the impact of service delivery partnerships, including obtaining feedback from citizens.

## Contacts **Partnership co-ordination at national / sub-regional level**

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# Canada

## Greater Halifax Partnership

### Framework and setting

- Geographic scale** The Greater Halifax Partnership is the economic growth organisation for Halifax, Nova Scotia, Canada. The population of Halifax is 380,000 people and the area is over 5,900 km<sup>2</sup>.
- Policy framework** The Greater Halifax Partnership is a public-private model that receives funding from all three levels of government (municipal, provincial and federal) and over 135 private-sector investors. Its mandate is to help keep and grow businesses in Halifax, while attracting new investment to the area. The organisation is responsible for economic growth in Halifax and also partners with the Provincial and Federal Governments on regional economic development initiatives.

### Partnerships at work

- Rationale** Ten years ago, Halifax was in a serious state of decline. In 1996, the economic outlook was bleak. While most of North America was coming out of economic downturn, Halifax was still in recession. Key industries were in a decline and there were deep government budget cuts. In total, over 8,000 public sector jobs were eliminated from the system, which included US\$ 300,000,000 in annual payroll. The city lost jobs and people, and lost our pride and our confidence. Separate economic development organisations, Business and Government, did not trust each other and in fact, competed against each other. A few leaders stepped forward and proposed a public-private model, led by the private sector, where business and government would share the responsibility, accountability and cost of economic development for Halifax.
- Objectives** The main objectives of the Partnership is to grow the Halifax Economy by helping to keep and grow existing business and attracting new investment to the area. Its goals are:
- \_ Investment: attract new investment to and encourage expansions of existing business;
  - \_ Employment: increase the number of high-quality jobs;
  - \_ Business Confidence: maintain and grow business confidence;
  - \_ Community Capacity: improve capacity to respond to growth opportunities;
  - \_ Organisational Capacity: create a dynamic and positive work environment and increase the business community's involvement and prosperity of Halifax; and
  - \_ Consulting: work with other communities and regions to implement best practices approach to economic development.
- Functions** With a diverse makeup of services and initiatives, the Partnership is committed to strengthening local, regional and international business relationships and advance Greater Halifax's economy. Activities include business retention & expansion; immigration, trade development, business recruitment, business research and building confidence.
- Policy areas** Economic development, business climate improvement
- Policy tools/ Instruments** Through the SmartBusiness Retention and Expansion initiative, the Partnership uses a comprehensive survey tool to understand business needs and areas of business climate that need improvement.
- Timeframe** The Partnership was formed in 1996.
- Partners** Local, provincial and federal governments as well as over 135 private-sector investors.
- Contracts** The Greater Halifax Partnership has service agreements with major funding organisations.
- Legal status** A private organisation, incorporated under the societies act in the Province of Nova Scotia.
- Sources of Financing** Local, provincial and federal governments as well as over 135 private-sector investors.

- Results** Since 1996:
- \_ Creation of 42,900 jobs;
  - \_ Decrease in unemployment from 8.8% to 4.9%;
  - \_ US\$1.99 billion growth in retail sales;
  - \_ 47% growth in the value of commercial property;
  - \_ 82% growth in the value of residential property; and
  - \_ 29,047 new housing starts.

## Partnerships' highlight

**Programme/Project** SmartBusiness Retention and Expansion

**Timeframe** June 2004 – present

**Objectives** The Partnership's SmartBusiness retention and expansion initiative is based upon research that indicates that 8 of 10 new jobs are created by companies already present in our local economy. The initiative is designed to identify and remove growth barriers for business.

**Activities** SmartBusiness Account Executives have been out in the community and have visited over 1,100 companies to date. Account Executives have been successful in identifying and resolving issues. Issues are directed to the Action Team, a group representing 25 different organisations, for resolution. In addition to individual issue resolution, SmartBusiness's data is entered into a robust database, giving the Partnership the most accurate compilation of common business issues, allowing the Partnership to identify and work towards resolution.

- Results**
- \_ SmartBusiness Results: 1,115 consultations; 707 generated referrals (558 closed referrals); 1,137 jobs created; 1,406 jobs retained;
  - \_ Business Recruitment Success: Research In Motion - RIM (1,200 jobs over the next 5 five years); Consolidated Fastrate Inc (255 jobs); Olympia Capital (150 new jobs over 5 five years); Butterfield Fund Services (400 jobs over 7 seven years); Citco Fund Services (350 jobs over 7 seven years); Marsh (150 jobs over 6 six years);
  - \_ Business Retention Success: Manulife Financial, Medmira, Air Canada Jazz;
  - \_ Marketing & Communications Successes: Paid Publication Advertising Campaign, Award from the International Economic Development Council (IEDC) for the Halifax Region Immigration Strategy Advertising Campaign;
  - \_ 2006 Economic Developers Association of Canada Economic Development Achievement of the Year Award for SmartBusiness Initiative.

## Contacts **Partnership co-ordination at national / sub-regional level**

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# Czech Republic

## “Partnerships for administrative and absorption capacity”

### Framework and setting

- Geographic scale** Partnerships for absorption and administrative capacity were established in 7 NUTS II Czech self-administrative regions (all regions except NUTS II Prague).
- Policy framework** The partnerships are realised within the framework of the Joint Regional Operational Programme, one of the five programmes financed from EU Structural Funds in the Czech Republic. The project corresponds to the priority axis of human resources development.

### Partnerships at work

- Rationale** Czech regions were not fully prepared for the absorption of EU Structural Funds. Effective use of these funds is of paramount importance to the regions in helping them to tackle their structural problems. It is for this reason that the decision was made to develop an initiative based on the European Commission’s “partnership concept”, to enhance administrative and absorption capacity at the regional level.
- Objectives** To prepare all relevant regional institutions and stakeholders to increase their use of EU financial resources within the framework of the next programming period 2007-2013.
- Functions** The partnerships involve regional key players in EU funds absorption, with the aim of increasing their identification with existing regional strategies. Key fields requiring training and consultancy are identified. Another function is creating sector and regional partnerships within the targeted NUTS II region.
- Policy areas** The top policy priority is regional development of the area concerned. The impact of the project nevertheless transcends regional policy, entering into the fields of education, social and R&D policies.
- Policy tools/ Instruments** The partnerships use a wide variety of different measures and instruments to address regional and local issues. Instruments mainly include training measures, support for development of local and sector partnerships, and counselling facilities. In addition, the partnerships have generated a pipeline of strategic projects covering all priorities of the new Structural Funds programme. Updating existing regional and micro-regional strategies and implementing new methods of public administration management are other vital policy tools.
- Timeframe** The partnerships began in the late 2004 and will run in its current form until the end of 2007. There is a consensus that partnerships should be continued into the new programming period, albeit in a slightly narrower form.
- Partners** While regional authorities invited a wide range of partners into the project, some of them played a more important role; including economic development agencies and the principal NGOs of the region. All partners are invited to take an active part in the project’s realisation, and both regional authority officials and project partners have influenced the strategic orientation of the partnerships.
- Contracts** The project partners signed an agreement with the regional authority, for the time period of the realisation of the project.
- Legal status** None
- Sources of Financing** The project is financed from the European Social Fund (ESF) and national and regional sources. Funding amounts to as much as EUR 20,000,000 (2005-2007).
- Results** The partnerships’ results will only become clear in the long term. More than 300 people

have already received some sort of training financed by the project, and a substantial number of local and sector partnerships were created. The project is likely to receive even more EU funding in the new programming period.

## Partnerships' highlight

- Programme/Project** Training of participants potentially involved in the preparation and realisation of strategies and projects co-financed by the EU.
- Timeframe** October 2004 – December 2007
- Objectives** The creation of adequate absorption capacity is key to enhancing regional competitiveness. In practice, this means having a sufficient number of specialists within the region who are acquainted both with the needs of the region, its micro-regions, municipalities and citizens, and with the rules of project management. The latter includes knowledge of relevant financial sources.
- Activities** Different training courses were prepared, ranging from short one-day courses to intensive seven-month courses for project managers. Completely new curricula and study materials were developed for these courses. The training is free of charge for participants from the target regions and accessible to all partners of the regional authorities.
- Results** More than 1,300 people have been trained so far.

## Contacts

### Partnership co-ordination at national / sub-regional level

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### Partnership co-ordinators at regional / local level

The project is implemented in 13 NUTS II regions:

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# Finland

## Finnish Partnerships

### Framework and setting

- Geographic scale** There are three area-based partnerships established in Finland which cover sub-sections of counties: the Central Uusimaa Partnership covers 160,000 inhabitants; Kumppaniksi ry Kainuu has 56,000 inhabitants and Seinäjoki Regions Development Partnership Association is responsible for 199,800 inhabitants.
- Policy framework** The partnerships were created in the framework of the Finnish National Action Plan and the regional and local employment strategies. All partnerships work independently.

### Partnerships at work

- Rationale** The partnerships have been established to develop new methods of work in order to reduce unemployment and social exclusion.
- Objectives** The main objectives of the Finnish partnerships are to combat unemployment, especially long-term unemployment, and prevent social problems associated with unemployment. The partnerships aim to promote co-operation among the parties responsible for tackling unemployment and the problems caused by it.
- Functions** The functions of partnerships in Finland are to develop and implement programmes and projects, to create and maintain co-operation and networks related to employment and to act as an intermediary body and give support, help and guidance for third sector organisations.
- Policy areas** Local and regional employment policy
- Policy tools/ Instruments** The actions of the partnerships include labour market training, tailor-made training programmes, guidance to third sector organisations, the creation and maintenance of networks, support and capacity building for long-term unemployed and disabled jobseekers and the implementation of Local Employment Strategies.
- Timeframe** Ongoing
- Partners** Local municipalities, labour authorities, educational and third sector organisations, companies, the Social Insurance Institution of Finland, congregations and the Employment and Economic Development Centres
- Contracts** Partnership contracts are drawn up between the local actors. Each project has its own steering group consisting of experts from partnership networks.
- Legal status** NGOs
- Sources of Financing** Sources of funding are e.g. European Social Fund / Objective 3, the municipalities and the Employment and Economic Development Centres.
- Results** No figures available

### Partnerships' highlight

- Programme/Project** Project "Partnership+" in Central Uusimaa
- Timeframe** 2000 – 2007
- Objectives** The objectives of the project are to activate those individuals excluded from the labour market and support the development of self-initiative amongst unemployed individuals. Additionally, the aims of the project are to share information about problems and actions needed to address them and, thus, create a positive attitude towards employment and prevention of exclusion in Central Uusimaa. At the same time, the local economy and the opportunity for companies to employ new people are strengthened. "Partnership+" is funded by the municipalities of Central Uusimaa and the European Social Fund/Objective 3.

**Activities** The long-term unemployed and those in danger of exclusion from the labour market require individual, need-based, tailored and multi-skill based approaches. The project includes evaluation of employability and vocational education, improving employability and vocational skills, new ways of working and methods to develop increased work participation and motivation.

**Results** In regards to the target group of the long-term unemployed, the following results were achieved: 31% of the clients have been employed (without financial support to employers: 18%; with financial support to employers: 13%), 5% received work training, 5% went for rehabilitation, 1% build up their own business, 8% received vocational training and for 16% of the clients other solutions were found.

## Contacts **Partnership co-ordination on national / sub-regional level**

There is no co-ordination on the national level or sub-regional level.

### **Partnership co-ordinators on regional / local level**

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# Germany

## “Perspective 50 Plus” – Employment pacts for older workers in the regions

### Framework and setting

**Geographic scale** Germany

**Policy framework** The “Perspective 50 Plus” Programme is part of the new “Initiative 50 Plus” of the German Federal Ministry of Labour and Social Affairs. The employment rate of elderly people in Germany was roughly 45% in 2006 (for those aged 55+). Demographic change is an issue of the highest priority for the public and the government. The Ministry has therefore implemented a specific strategy to promote more and better employment for elderly people, including both the “Perspective 50 Plus” Programme and other measures such as an increase in the pension age to 67 until 2020 and a national programme of publicly financed jobs for unemployed persons aged 58 or over.

### Partnerships at work

**Rationale** The exclusion of “50 plus” unemployed persons from the labour market is no longer tolerable. A new programme of regional employment pacts was thus launched to initiate and evaluate new strategies targeted towards older people. The people supported by this programme are predominantly the low- or semi-skilled long-term unemployed. Former early retirement schemes have become a “burden” for both employers and employees, because a majority of employees now envisage a retirement age of well below 65, and companies tend to dismiss older employees, usually hiring people aged between 25 and 45. The 444 jobcentres and local authorities that have been responsible for long-term unemployed people in Germany since 2005 (following the so-called “Hartz IV” legislation act) find the activation and integration of long-term unemployed over 50 a particular challenge.

**Objectives** Raising awareness on this issue, changing the attitudes of employers and enterprises e.g. through public campaigns, re-activating and reintegrating the 50+ group, evaluating impacts, and identifying and mainstreaming best practices and innovative tools.

**Functions** Regional employment pacts for older workers aim to involve all appropriate regional and local actors to assure more and better employment of older workers, and to find new strategies and instruments for a better integration of this group into the labour market.

**Policy areas** This new form of regional co-operation takes a cross-sector approach; including labour market, employment, social and health policies.

**Policy tools/ Instruments** The regional pacts use a wide range of different tools and instruments, including profiling, assessments, special training measures, internships in companies, placement activities (adapted to the special needs of the target group), wage subsidies for enterprises, time management, and publicity campaigns to raise awareness of the challenges of demographic change. There is also a commitment to developing better governance of the issue (at local and between local and national levels).

**Timeframe** 1 October 2005 to 31 December 2007

**Partners** The main partners at the federal level are: the Ministry of Labour and Social Affairs, 93 Jobcentres or local district authorities, and the IAT (Institut für Arbeit und Technik in Gelsenkirchen), which is responsible for the national evaluation of the programme. At the local level the main partners include: large companies, small and medium-sized companies (SMEs), chambers of commerce and crafts, consultants and intermediaries, charities, church institutions, employment agencies, politicians, health insurances, scientific institutions and universities, and other public and private bodies: all important local stakeholders in employment issues and demographic change.

**Contracts** Gsub – Gesellschaft für soziale Unternehmensberatung mbH – has a consulting contract

with the Federal Ministry of Labour and Social Affairs. The regional or local pacts contract external institutions, such as agencies, consultancies, private placement services and publicly financed third sector organisations (NGOs). Sometimes the pact sets up a public-private partnership (PPP).

**Legal status** Most of the 62 pacts, which were approved by the Ministry of Labour and Social Affairs in Autumn 2005 after a call for proposals, have created steering committees involving the most important local and regional actors. The lead partners are the Jobcentres or local authorities in the regions, who often commission an intermediary to act as project manager. Half of the pacts (31) have commissioned universities and other scientific institutions to carry out evaluation.

**Sources of Financing** The total sum of financing is roughly EUR 250,000,000 for the two-year implementation phase. The budget derives from the national government.

**Results** At the end of June 2006, a large number of unemployed persons over the age of 50 had been activated, and about 10% of them had been integrated into regular jobs. A broad range of new instruments has been developed, such as "progressive wage subsidies", "learning duos: young guides old", regional employment and growth funds for demographic change, "best-agers-campaigns", a special coaching schemes for business start-ups by older unemployed people, healthcare, housing and tourism projects.

## Contacts **Partnership co-ordination at national / sub-regional level**

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## **Partnership co-ordinators at regional / local level**

For all registered co-ordinators please visit [www.perspektive50plus.de](http://www.perspektive50plus.de).



# Germany

## Local Pacts for Business and Employment in Berlin

### Framework and setting

**Geographic scale** In Berlin, twelve Local Pacts for Business and Employment (BBWA) are in operation.

**Policy framework** The implementation of Local Pacts for Business and Employment is made possible through the programme to support economic initiatives within the framework of the “Pacts for Business and Employment” and the programme to support “Local Social Capital”.

### Partnerships at work

**Rationale** Strategies for improving local areas can be maximised through the participation of various local partners. Local strategies are crucial to making optimal decisions about actions to be taken forward in order to increase employment prospects and to strengthen the local economy.

**Objectives** The BBWA’s goal is to create employment and training opportunities and to support local businesses by establishing networks at the local level. By involving individuals, the BBWAs are tailored towards local needs.

**Functions** Determined by local action strategies, each area takes an individual approach and develops its own action plan based on the results of economic and social analyses. Local bodies, so-called “Co-ordinating Groups” assemble for the purpose of the selection and co-ordination of local coalitions. The Co-ordinating Groups are made up of members of the City of Berlin, the administration level, the business community, professional bodies, the employment agency and unions as well as representatives of the third sector. The partnerships are co-ordinated by the “Berlin Senate Administration for Economy, Labour and Women’s Affairs” and are carried out by labour market service companies in Berlin.

**Policy areas** Labour market policy and economic policy

**Policy tools/ Instruments** Tools used include the creation of networks, co-ordination and assistance for implementing initiatives and technical support in seeking funding.

**Timeframe** Since 2001, BBWAs have been set up in Berlin.

**Partners** The partners are local / district administrations, business support structures, business associations, employment agencies, workers organisations, welfare charities, citizens groups, representatives of the third sector, housing associations, professional bodies, universities and institutions for further education.

**Contracts** Co-operation between local partners

**Legal status** None

**Sources of Financing** All types of financial means fund projects that are a part of the BBWA programmes (e.g. the City of Berlin, the German Federal Government, European Structural Funds).

**Results** Since 2002, coalitions of this nature have been established in all twelve districts of Berlin. They have successfully been initiated and have intensified the co-operation between various organisations. As a result, priorities have been defined in common, new projects have been carried out and diverse activities have been initiated. New vertical and horizontal contacts have been made for future co-operation.

## Partnerships' highlight

**Programme/Project** Economic Initiatives within the Framework of the Pacts for Business and Employment

**Timeframe** September 2002 – December 2006

**Objectives** Support local businesses

**Activities** Activities include initiating and implementing projects aimed at the development of local economies, supporting local organisations, taking combined efforts to establish and maintain local business networks and enabling small businesses to co-operate with each other, thereby making them more competitive in the long run.

**Results** The main results include the initiation and implementation of 54 projects between September 2002 and June 2006, activating local businesses to share their experiences for the benefit of others and regular presentation of BBWA projects in the magazine “punkt” (the Berlin-based publication for European Employment policy supported by the ESF - see [www.berlin.de/punkt](http://www.berlin.de/punkt)).

## Contacts

### Partnership co-ordination at national / sub-regional level

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### Partnership co-ordinators at regional / local level

Each of the twelve local BBWAs can be contacted through the  
Senatsverwaltung für Wirtschaft, Arbeit & Frauen



# Greece

## Greek Partnerships

### Framework and setting

- Geographic scale** At present, there are 242 partnerships in total operating at the regional and sub-regional level. There are 123 partnerships belonging to the Local Employment Initiatives programme (funded via the Regional Operational Programmes); 72 partnerships funded by the Urban Community Initiative and 47 partnerships covering mountainous and disadvantaged areas.
- Policy framework** The partnerships function in the context of either the Regional Operational Programmes (ROPs) of the European Structural Funds or area-based schemes.

### Partnerships at work

- Rationale** The primary scope of the partnerships is employment promotion and social inclusion, while in parallel promoting a bottom-up approach to local development.

- Objectives** The major objectives of the Greek partnerships are to create a favourable environment for job creation, to prevent social exclusion associated to unemployment and discrimination, to develop innovative methods, tools and to promote co-operation amongst local, regional and, occasionally, national actors.

Greek partnerships' focus lies on creating of conditions for full employment, maintaining existing job positions while creating new ones, so as to overall increase employment and decrease unemployment rate. The voluntary extension of the working status and the improvement of quality of work and productivity (i.e. work satisfaction, life learning opportunity, equality of the sexes) is also targeted. Partnerships further focus at the creation of measures which aim not only to help women's equal access to employment but to its maintenance. In addition, the enhancement of employment for young persons is also stressed in the sense that high school graduates are offered opportunities for employment, training, or acquisition of professional experience. These partnerships aim to combat unregistered unemployment, while enhancing measures directed to combating the inequalities in employment (people with special needs, disadvantaged, etc.).

- Functions** The functions of partnerships in Greece include:
- \_ development and implementation of projects and co-ordination of activities;
  - \_ consulting and facilitating services (especially for social vulnerable groups);
  - \_ improving and upgrading services of employment (Centres for the Promotion of Employment);
  - \_ promoting social dialogue and better governance;
  - \_ creation of active Employment Policies (e.g. Active Ageing); and
  - \_ supporting measures for the promotion of equality in the employment (i.e. compatibility/harmonisation of family and professional life).

- Policy areas** The activities of the Greek partnerships correspond to the policy areas of employment and social inclusion, along with regional and local development, social economy, and community initiatives.

- Policy tools/ Instruments** Relevant policy instruments / tools of the partnerships include the design and implementation of training programmes, support and advice for new organisations within the social economy, the creation of networks and soft social services delivery at a local level.

- Timeframe** In Greece, the first partnerships appeared at the end of the eighties. There were seven pilot TEPs operating during the period 1997-2000. The majority of partnerships nowadays run within the EU operational programming period 2000-2006. In Greece, one of the disadvantages associated with partnerships is their short-life span.

- Partners** The partnerships include representatives from the local authorities, regional authorities, social partners, educational and training organisations, actors of the social economy,

representatives of SMEs and Employers' Associations and occasionally representatives from government bodies.

**Contracts** Every partnership develops a contract on the basis of private law while a board of elected members with responsibility for the operation of the partnership undertakes the necessary administration.

**Legal status** None

**Sources of Financing** Primary sources of financing are the European Structural Fund Regional Operational Programmes, the European Community Initiatives, the European Article 6 Budget Line and own resources.

**Results** Local Employment Initiatives influence the economic and social nexus of Greek regions. The implementation of the Local Employment Initiatives created a total of 3,637 beneficiaries in regions affected with a high rate of unemployment. Another 17,000 beneficiaries will be integrated in actions promoting employment. There will be acceleration as well as a qualitative upgrade of all procedures of implementation along with an increase in expenditure.

## Contacts

### Partnership co-ordination at national / sub-regional level

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# Hungary

## Territorial Employment Pacts

### Framework and setting

**Geographic scale** At first, micro-regional Employment Pacts were established in the western part of the country covering the following counties: Vas, Zala, and Győr-Moson-Sopron. Recently, partnerships were set up in all seven NUTS II regions of Hungary (average population: approximately 1,000,000) on different levels (city, sub-regional, county, regional). As for the Operational Programme for Regional Development (OPRD) supported pacts there are two regional pacts (one of them focuses only on non-governmental employment in Northern Great Plain, the other one is a "classic" pact in Northern Hungary); seven pacts at county level (six "classic" ones, one focuses on gipsy employment), and three pacts in cities and 29 on micro-regional level (not only in NUTS 4 level, not only statistical micro-regions). The non-OPRD supported pacts are mostly on micro-regional level. Since Hungary has borders with new member states and non EU members, cross-border co-operation is getting to be more and more important question for Hungarian TEPs.

**Policy framework** The first experimental Employment Pacts of Western Hungary were supported by the PHARE programme and used the Austrian example/best practice. Now, there is an overall framework for the establishment of the pacts: the Operational Programme for Regional Development (OPRD), Component 3.2.1. - Strengthening the local co-ordination of activities aimed at employment promotion, which supports 41 Employment Pacts on different levels. Besides, there are pacts supported by the INTERREG initiative and there are some new Employment Pacts working only by internal efforts.

In the frame of component 3.2.3. (Creation and development of the professional capacity necessary for the long-term sustainability of local employment initiatives), the National Employment Foundation had to establish a regional based network in order to support technically and in a professional way the Employment Pacts and local employment development projects. The Network provides free professional services for local employment initiatives/projects dealing with social economy activities, and also co-ordinates the Hungarian Territorial Employment Pacts (TEPs).

### Partnerships at work

**Rationale** The unemployment rates in the regions increased to a great extent. Most of the labour force commuted out of the regions and there was no adequate communication between organisations working within the labour market. It was recognised that unemployment could be reduced through the effective co-operation of local actors.

**Objectives** The objectives of the partnerships are to create jobs through supporting local enterprises, to preserve jobs by initiating training projects that meet employers' demands, to match the professional training structure to the needs of the economy, to improve the chances of disadvantaged persons to find employment, to provide career orientation and vocational training programmes for young people with a poor educational background, to support the employment of youth with a higher educational degree, to develop local and community services and to promote equal opportunities for men and women.

**Functions** Partnership functions include developing employment strategies, preparing employment programmes and assisting in the creation of employment projects, creating an employment database and an information network, supporting disadvantaged people, preparing regional employment analysis, studies and surveys and searching for allocating and co-ordinating funds.

**Policy areas** Labour market policy, social policy and economic policy

**Policy tools/ Instruments** The major instruments include: preparation of local employment strategies, drafting projects and recommendations based on the strategies, marketing, disseminating the role of the TEPs, background research, prior assessment, seminars, workshops, conferences, forums

in order to strengthen the local strategies, participation in trainings, PR activities (e.g. website).

- Timeframe** The appropriate call for proposal of OPRD was announced in April 2004. The pacts supported through OPRD are limited to operate for maximum of 24 months (until 30 September 2008).
- Partners** The main partners are municipalities, Regional Councils, Labour Centres, training institutions, enterprises, employers, NGOs, associations, regional development agencies, Chambers of Commerce and Industry, Chambers of Agriculture, Centres for Entrepreneurs, Members of Parliament and minority autonomies.
- Contracts** Contracts are signed between partners.
- Legal status** The partnerships have no legal status (optional and voluntary participation of partners).
- Sources of Financing** The Operational Programme for Regional Development (co-financed by the European Social Fund) supported pacts approximately with EUR 3,800,000 (as for the Programme Compliment) in total. Due to the component's success, Managing Authority supported some additional projects. Each OPRD pact could receive funding between EUR 26,400 and EUR 188,700. The support is 100% non-refundable grant.
- Results** The pacts regularly contribute to permanent communication among partners in the field of employment. Employment strategies, which have not yet been prepared in micro-regions of Hungary, were prepared since pacts creation. Better linking between demand and supply at the local labour market has been assured, new jobs and new local services have been initiated.

## Partnerships' highlight

- Programme/Project** Cross-border co-operation West-Hungary / East-Austria and regional co-ordination
- Timeframe** Not defined
- Objectives** The objectives are to widen and strengthen cross-border labour market co-operation, knowledge transfer, the exchange of experience, the elaboration of a joint cross-border employment strategy, the implementation of projects and the regional co-ordination of activities.
- Activities** Activities include the elaboration of a joint employment strategy, organisation of workshops and conferences, organisation of study visits for Austrian and Hungarian vocational students, preparation of cross-border project plans, publication of brochures and public leaflets, development of services for entrepreneurs, organisation of vocational training and ensuring training, validation and networking.
- Results** A joint cross-border employment strategy was created. Relevant information was disseminated to respective bodies at workshops and conferences, an exchange programme for Austrian and Hungarian students was implemented, three cross-border project plans were created and leaflets issued.

## Contacts

### Partnership co-ordination at national / sub-regional level

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# Ireland

## Area based and Community Partnerships

### Framework and setting

- Geographic scale** There are 38 Area-based Partnerships (in designated areas of disadvantage), 31 Community Partnerships (in other areas of disadvantage) and two Employment Pacts. Some of the Area-based Partnerships and the two Employment Pacts cover whole counties or municipalities. Other partnerships cover parts of counties or municipalities. The population covered by partnerships is approximately 2,900,000.
- Policy framework** The primary policy framework is the Local Development Social Inclusion Programme (LDSIP), which is part of the Local Development measure within the National Development Plan (NDP). The LDSIP forms part of both of the Regional Operational Programmes in Ireland.

### Partnerships at work

- Rationale** To respond to the multi-dimensional nature of social exclusion through a locally responsive, innovative, integrated approach, built on a partnership model, with local ownership.
- Objectives** The main objectives are to counter disadvantage and to promote equality and social and economic inclusion, through a partnership approach at local level. The Area-based Partnerships, Community Partnerships and Employment Pacts work in areas of greatest need in the country and target the most disadvantaged communities.
- Functions** The partnerships' multiple functions include:
- \_ developing and implementing programmes and projects;
  - \_ facilitating strategic planning and practical co-ordination at local level among the Social Partners, statutory bodies, and the community and voluntary sector; and
  - \_ leveraging additional funds from multiple sources.
- Policy areas** While actions under the LDSIP are integrated responses to the multi-dimensional nature of disadvantage, they are grouped into three measures, which are services for the unemployed (measure A), community development (measure B) and community-based youth initiatives (measure C).
- Policy tools/ Instruments** Representative actions include: (within measure A) employment guidance, advocacy with employers, tailored training programmes, support for new enterprises, and the Local Employment Service Network (which offers information, mediation and guidance services); (within measure B) development and pre-development work with target groups to build their capacity and organisational structures, and promotion of community participation in local development; and (within measure C) education access programmes, support for retention in school, study supports, capacity building for parents, developmental youth work.
- Timeframe** The first 12 Area-based Partnerships were set up in 1991 on a pilot basis. The current funding envelope by NDP covers all 71 Area-based Partnerships, Community Partnerships and Employment Pacts and runs from 2000 to 2006.
- Partners** The boards of all partnerships include representatives of local communities, Government bodies, the Social Partners and elected representatives.
- Contracts** All partnerships have contracts with Pobal (formerly Area Development Management Ltd), which manages the LDSIP on behalf of the Department of Community, Rural and Gaeltacht Affairs. Boards are required to be constituted on a partnership basis.
- Legal status** All partnerships are companies limited by guarantee, without share capital.

**Sources of Financing** The primary source is the LDSIP as part of the National Development Plan. Partnerships also leverage additional funds from a range of sources, such as e.g. National Government, EU, charitable foundations and businesses.

**Results** Between 2000 and 2005, the LDSIP supported 143,200 adults (54% female) under measure A, 5,600 community-based projects under B, and 303,000 young people (51% female) and adults (63% female) under measure C. Under measure A, 54% were supported into education and training, 20% into employment, and 12% into self-employment. Of those supported into education and training, 45% participated in certified education and training, of whom 51% achieved certification. Less easily quantifiable benefits include increased co-ordination at local level, mainstreaming of innovative actions, and strengthened community participation in local decision-making.

## Partnerships' highlight

**Programme/Project** Local Employment Service (LES)

**Timeframe** Piloted in the early 1990s, it was extended during the later 1990s to 24 Area-based Partnerships and two non-partnership areas.

**Objectives** Provision of a client-centred, one-to-one intensive adult guidance employment service for unemployed people and people who wish to return to work.

**Activities** On an outreach basis in disadvantaged areas, the LES provides one-to-one support that includes: provision of information on education, training and job opportunities; tailored advice and guidance; and links to other relevant State and community organisations. It is organised on a network partnership basis with local stakeholders in the local community, education, training and employment sectors.

In parts of the country that do not formally operate the LES, the local Partnership often offers a similar service under the Local Development Social Inclusion Programme.

**Results** After gradual expansion during the 1990s, the service was mainstreamed following a Government decision in 1999 to make the service one strand of the dual National Employment Service, alongside FÁS – Ireland's training and employment authority. While the LES is now operated under contract from FÁS and receives on-going funding from it, the service continues to be implemented by the 24 Partnerships and in is closely integrated with their other work under the Local Development Social Inclusion Programme.

## Contacts

### Partnership co-ordination at national / sub-regional level

Contact for Pobal, which manages the LDSIP on behalf of the Department of Community, Rural and Gaeltacht Affairs: Pobal, Lola Brogan, Holbrook House, Holles Street, Dublin 2, Ireland, Tel.: +353 / 1 / 2400700, e-mail: lbrogan@pobal.ie

Contact for Planet, the network of Area-based Partnerships: Planet, Brian Carty, 68 Main Street, Gorey, Co. Wexford, Ireland, e-mail: bcarty@planet.ie

Contact for CPN, the network of Community Partnerships: Community Partnership Network, Midleton Community Enterprise centre, Owenacurra, Business Park, Knockgriffin, Midleton, East Cork, Ireland, e-mail: nationalcoordinator@cpn.ie

### Partnership co-ordinators at regional / local level

Contact details for all the local partnerships are available on the LDSIP pages of the Pobal website: [www.pobal.ie](http://www.pobal.ie)



# Latvia

## Daugavpils District Partnership

### Framework and setting

**Geographic scale** The Daugavpils District Partnership, established in 2001, is one of the first Local Action Groups (LAGs) in Latvia. The partnership operates in the southern part of Latvia and covers an area of 2,525 km<sup>2</sup> with a population of 40,000 people. The Daugavpils district borders on Russia and Byelorussia.

**Policy framework** Previously, co-operation for the long-term development of rural communities was implemented as a three-year programme (2000-2003) in Latvia, Estonia and Lithuania. The programme was financed by the International Development Department of Great Britain (DEID) and was put into practice by international consultants of ENTERPLAN International in co-operation with the state sector enterprise association of Northern Ireland (NICO). The major aim of the programme was to reduce poverty and social ostracism in the least prosperous regions of the Baltic states through promoting agricultural and regional development. New rural development policy enabled countrymen to work with state, regional and local bodies in order to identify local demands and define priorities for action and strategy management.

### Partnerships at work

**Rationale** The Daugavpils district was one of the poorest in Latvia. Its high unemployment rate and large number of socially excluded groups were prime motivating factors in establishing the partnership. The structure of the partnership allows for a more integrated and collaborative approach in combining the strengths and variety of perspectives held by the different stakeholders.

**Objectives** The objective of the Daugavpils District Partnership is to diminish poverty and social exclusion through promoting sustainable rural development.

**Functions**

- \_ promoting local community initiatives aimed at solving rural problems;
- \_ elaborating and implementing strategies for sustainable rural development based on public involvement and participation;
- \_ developing the capacity of communities in the Daugavpils district;
- \_ creating workgroups and coalitions to deal with rural development issues at local, regional, national and international levels;
- \_ co-ordinating and attracting financial, material, intellectual and other resources for achieving the aims of the partnership; and
- \_ developing co-operation with national and international entities, non-governmental organisations and enterprises in order to promote rural development in the district.

**Policy areas** Sustainable rural development, community development

**Policy tools/ Instruments** The Daugavpils District Partnership's work focuses on preparing documents designed in co-operation with local municipalities, businesses and community facilitators. Since 2001, the partnership has designed several strategic planning and development documents, e.g. the Strategic Plan for Combating Poverty and Social Exclusion (2002-2003), the Action Plan for Supporting Communities (2004), the Target Programme for Community Support (2005-2006), and the Daugavpils District Partnership Development Strategy (2006-2008). The partnership also provides consultations and training in project management and community development.

**Timeframe** The Daugavpils District Partnership has been in operation since 2001.

**Partners** Local municipalities, state and municipal institutions, businesses, rural communities, development funds, universities.

**Contracts** Daugavpils District Partnership is a legal entity and its work is contract based.

- Legal status** The Association (a non-governmental organisation) is registered in the Commercial Registry of the Republic of Latvia on 15 April 2003 as the "Daugavpils District Partnership".
- Sources of Financing** The Daugavpils District Partnership uses local financial resources (donations of local municipalities and banks), external resources (development funds, embassies' funds) and EU funds.
- Results** The Daugavpils District Partnership has gained recognition from local authorities who have accepted the notion of working with and consulting civil society organisations and the local business sector in the rendering of services to citizens in rural areas. During the preparation for and implementation of its development plans, the partnership has supported approximately 93 local community initiative projects (total amount of support: EUR 40,000). 47 projects promoted activation of rural communities and new skills, eleven offered co-operation between sectors, eight focused on multicultural initiatives and 27 promoted development of rural infrastructure.

## Partnerships' highlight

- Programme/Project** Daugavpils District Partnership Development Strategy
- Timeframe** 2006 – 2008
- Objectives** The partnership elaborated the development strategy for 2006-2008 to promote integral rural development in the Daugavpils district through actions such as improving the quality of life in rural areas; developing cross-sectoral projects involving businesses, state and non-governmental organisations and municipalities; adding value to local products; promoting access to markets; and assuring better sustainable use of natural and cultural resources. The vision of the Daugavpils District Partnership Development Strategy is: educated, active rural people who share a common understanding, are working towards an integrated society; are supported by strong community organisations; are involved in a wide partnership network; and who co-operate in order to promote the rural development process.
- Activities** The Daugavpils District Partnership has defined the following priorities:
- \_ improving the quality of life in rural areas (training provision; the exchange of experience; development of support centres for solving the problems defined by the LAG; provision of access to services in rural areas);
  - \_ adding value to local products (active participation at exhibitions and markets, marketing activities; support for purchasing equipment/devices to ensure compliance of local products with standards required by the trade; development of public/social events); and
  - \_ better sustainable use of natural and cultural resources (preservation and sustainable development of natural and cultural resources; development of entrepreneurship).
- Results** No figures available as yet.

## Contacts

### Partnership co-ordination at national / sub-regional level

The Daugavpils District Partnership is a member of the Association of Rural Organisations in Latvia „Latvian Rural Forum”, Valdis Kudins,  
e-mail: [valdis@kudins.eu](mailto:valdis@kudins.eu)

### Partnership co-ordinators at regional / local level

Co-ordinator of the Daugavpils District Partnership, Inga Krekele,  
e-mail: [inga.krekele@drp.lv](mailto:inga.krekele@drp.lv)



# Luxembourg

## Local Development Partnerships for Employment (OPE)

### Framework and setting

**Geographic scale** Objectif Plein Emploi asbl (OPE) is made up of the Moulin Bestgen Resource Centre and 30 local organisations (Centres d'Initiative et de Gestion / Centres of Initiative and Management / CIG) associated by agreement. The network covers 48 out of 116 districts.

**Policy framework** The OPE network is working to promote an economic system with more solidarity and equality. In its commitment to local development, OPE tries to find and initiate different forms of partnership with different local actors in order to improve the situation of the population and municipalities in the spheres of job creation, quality of life, social integration and equal opportunities.

### Partnerships at work

**Rationale** The aim of local development activities in Luxembourg is to improve the quality of life of inhabitants in towns and villages. To put its ideas into practice, OPE joins up with any organisation or person that might contribute to the realisation of this goal. Here, partnership is essential.

**Objectives** The major objective of Local Development Partnerships for Employment is to ensure and improve the situation of the population and municipalities in the spheres of job creation, quality of life, social cohesion and equal opportunities.

**Functions** The network provides a wide range of specialised services: e.g.

- \_ local strategic planning;
- \_ implementation of strategies;
- \_ information and assistance;
- \_ training;
- \_ communication; and
- \_ health, safety and culture.

**Policy areas** Community economic development, environmental services, social cohesion services, education and training, culture and tourism

**Policy tools/ Instruments** A network of local associations: Centres of initiative and management (CIG). These centres work at a local (CIGL), regional (CIGR) or sectoral (CIGS) level. In close co-operation with local representatives, they implement any project considered to improve the quality of life of the local population and to promote social cohesion.

**Timeframe** OPE was created in 1999 to continue and further develop work initiated by the members of "Action Sociale pour Jeunes" during the 1980s, and has been implementing both ongoing and short-term projects.

**Partners**

- \_ at the local level: local councillors, associations, unions, companies and all persons interested in promoting the local development of their district;
- \_ at a national level: ministries, public services and economic chambers; and
- \_ at an international level: universities and local development networks.

**Contracts** Contracts are signed with each district (where the network is operating) and with the Ministry of Employment.

**Legal status** Non-profit organisation

**Sources of Financing** OPE's resources are a mixture of private and public funding. The largest financial contribution comes from the government. Additional resources are allocated by the districts.

OPE charges beneficiaries for some of the services provided. The proceeds can then in turn be invested locally.

**Results** Over 120 long-term projects implemented and 700 jobs per year created.

## Partnerships' highlight

**Programme/Project** Community care and social cohesion services; new communication technologies; environmental services

**Timeframe** Ongoing (initiated in 1997)

- Objectives**
- \_ Community care services aim to enlarge the autonomy of elderly people and people in need, and to ensure that they are able to stay at home for the longest time possible.
  - \_ Web cafés are being created all over Luxembourg in order to offer access to the world wide web to as many people as possible, not only in urban areas, but also (and mostly) in rural areas.
  - \_ Environmental teams work with the objective of preserving a safe and healthy environment for the local population as well as the local cultural heritage.

- Activities**
- \_ 24 local community-based services are operating and delivering all kinds of minor services to elderly people or people in need, in close co-operation with local craft.
  - \_ 16 web cafés are providing free access to the Internet for all and offering training lessons (computer software) in co-operation with the national eAgency.
  - \_ 26 environmental teams are working in over 40 districts of the country on the basis of local needs: maintenance of playgrounds, public parks and paths, recycling tours, etc.

**Results** The response of clients is very positive, which has led to the creation of more community-based services and web cafés all over the country.

## Contacts

### Partnership co-ordination at national / regional / sub-regional / local level

Objectif Plein Emploi asbl, B.P. 12, 3801 Schifflange,  
Tel.: +352 / 530445-0, Fax: +352 / 530445-510, e-mail: info@ope.lu  
Romain Biever, Managing Director, e-mail: biever@ope.lu  
Romain Binsfeld, Managing Director, e-mail: binsfeld@ope.lu



# New Zealand

## Regional Partnerships Programme

### Framework and setting

**Geographic scale** The regional partnership programme covers the entire territory of New Zealand. It currently operates across 26 regions, and the regions vary in size covering 17,000 inhabitants (in the Tararua Region) to 1,300,000 inhabitants (in the Auckland region). The population covered by the programme in total is 4,100,000.

**Policy framework** The Regional Partnerships Programme (RPP) is a three stage programme, which part-funds regional partnerships for the development of regional economic development strategies (100,000 New Zealand Dollars – NZD per three year cycle), capability building (NZD 100,000 in any one year) and for a Major Regional Initiative (up to NZD 2,000,000 per three year cycle). The policy framework is currently under review with several changes proposed. Further details can be found at <http://www.med.govt.nz/regdev/refresh/>.

### Partnerships at work

**Rationale** The original policy rationale for a central government role in regional development had three main elements. Firstly, central government activities impacting on regional development were poorly co-ordinated with one another and with local government activities that also impacted on regional development, with resultant duplication, overlaps and inefficiencies. Secondly, New Zealand's small size, geography and dispersed population, and the relatively high number of local government entities means, that, in some circumstances, central government needed to take a leadership role in co-ordination of activity and strategy formulation in an attempt to overcome insular development thinking and projects, and direct competition between local communities. Finally, existing resources in regions were under-utilised and there was a lack of strategic focus on sustainable economic development.

Five regional economic development roles for central government have been identified. Central government can add value to regional economic development by:

- \_ working with regional stakeholders to put in place the foundations and preconditions for the take-up of commercially-driven economic development opportunities in regions;
- \_ facilitating the building of regional economic development capability, including increased responsiveness to changing market conditions and the identification of regional specialisations and strengths and advantages;
- \_ facilitating improved governance and building leadership capability to improve the quality of decision-making and to generate economic development critical mass;
- \_ providing advice and guidance on regional development best practice from a sustainable economic development perspective; and
- \_ addressing whole of government co-ordination issues that affect regional development.

**Objectives** The objectives of the RPP are to facilitate and promote sustainable regional development to help regions respond to local opportunities, to facilitate learning and co-operation among regional groups and to improve (regional groups') understanding of the value of locally driven strategic development processes.

**Functions** The function of each RPP partnership is to develop a regional economic development strategy, to build the capability of the region to deliver on the strategy and to pursue sustainable economic development initiatives, including possible major regional initiatives.

**Policy areas** Regional economic development policy

**Policy tools/ Instruments** The RPP is the main policy instrument for central government's involvement in regional economic development.

- Timeframe** Ongoing, although as noted above the policy is currently under review.
- Partners** The partners include central government, local government, business, economic development agencies, communities and iwi / Maori.
- Contracts** Each partnership is made up of a governance group representing the partners mentioned above. Contracts for specific projects are made between an administrative agency in the region and central government.
- Legal status** The partnership itself usually has no legal status, whereas the administrative agency is already set up as a Trust, Company or other legal entity.
- Sources of Financing** Central government is generally the primary provider of funds for strategy development, capability building and major regional initiatives while partners are required to contribute at least 25% of the total central government funding required. The 25% contribution is consistent with the partnership principle: it encourages local ownership of the initiative and provides a check for keeping regional initiatives in line with the priorities of local communities.
- Results** A review of the RPP in 2003 showed that the programme is performing well against key indicators of success. These are mainly focused on improved economic development partnership behaviours including:
- \_ a more strategic regional focus and an agreed economic development direction (including key stakeholder buy-in);
  - \_ improved knowledge of a region's strengths and advantages and more projects aligned with this;
  - \_ strengthened and extended economic development networks and more collaborative approaches to projects;
  - \_ improved co-operation and trust between groups and better understanding of other stakeholders' goals and processes; and
  - \_ better co-ordination and alignment between central and local government resources.

## Partnerships' highlight

- Programme/Project** Major Regional Initiative (MRI): Waikato Innovation Park
- Timeframe** The initiative was approved in December 2002, with the core facilities building officially opened in February 2004.
- Objectives** The initiative aims to contribute to sustainable economic development in the Waikato region, and New Zealand as a whole, by facilitating the commercialisation of public/private sector technology. The proposal built on the natural advantages of the area including concentration of some of the country's top scientists around Waikato University and the Crown Research Institutes based at Ruakara (AgResearch, HortResearch, Landcare and NIWA).
- Activities** The initiative is based on a partnership between business, local government, crown research institutes, iwi, economic development agencies and community groups, and is designed to convert intellectual property into commercial enterprise. Among new tenants attracted to the innovation park are NuFarm, a Welsh biotech company attracted to locate in New Zealand by the biotech activity in the Waikato, and new company Ectus Ltd, a world leader in online communications technology.
- Results** It is anticipated the completed Park will stimulate growth in the Waikato region by 4% and provide up to 2,500 new jobs. Planning is currently underway for a significant addition to the original park.

## Contacts

### Partnership co-ordination at national level

Ministry of Economic Development, 33 Bowen Street, PO Box 1473, Wellington, New Zealand, Tel.: +64 / 4 / 472 0030, Fax: +64 / 4 / 473 4638, e-mail: info@med.govt.nz

### Partnership co-ordinators at regional / local level

New Zealand Trade and Enterprise, PO Box 2878, Wellington, New Zealand, Tel.: +64 / 4 / 910 4300, Fax: +64 / 4 / 910 4309





# Poland

## Pakt na Rzecz Zatrudnienia (Employment Pact)

### Framework and setting

**Geographic scale** The Employment Pact was established as a local government initiative in the southern part of the country (Silesian region) in September 2003. The partnership covers 17 cities with a total population of 2,104,200.

**Policy framework** As yet there is no formal policy framework for establishing the pacts, the Sectoral Operational Programme Human Resources Development (European Social Fund) provides financing only for single projects and does not finance partnership initiatives on its own.

### Partnerships at work

**Rationale** The restructuring of mining and heavy industry in the region has resulted in a significant increase in the unemployment rate in recent years. In the town of Siemianowice Śląskie, the rate reached 29% in 2003, in comparison with an average of 16.2% in Silesia. Strong co-operation was therefore needed between different labour market actors and neighbouring towns in the Silesian agglomeration to reduce unemployment and improve standards of living. Co-operation between the District Labour Office in Siemianowice Śląskie and the Dublin Employment Pact (DEP) in Ireland resulted in the launch of the first Polish Employment Pact, which was formed by both social partners and governmental institutions. The purpose of the pact, signed at the International Conference on Tackling Unemployment on 5 September 2003 in Siemianowice Śląskie, was to create and implement local development and employment strategies. The need to unite and develop common actions to tackle the high unemployment rate was recognised by many local authorities in the Silesian Region, in Siemianowice Śląskie, by towns that are twinned with those in the region, and by non-governmental organisations – these organisations consequently became the pact's signatories.

**Objectives** The agreed objectives of the pact are:

- \_ fighting unemployment through initiating common projects;
- \_ improving employability by means of training for SMEs;
- \_ limiting social exclusion;
- \_ supporting local development; and
- \_ providing training and educational programmes tailored to labour market needs.

**Functions** \_developing and implementing employment projects;  
\_designing training courses and workshops;  
\_creating and maintaining cooperation between the pact's partners; and  
\_promoting the idea of partnership in local communities.

**Policy areas** Labour market policy, social policy and social economy

**Policy tools/  
Instruments** The major instruments used within the pact are: training programmes and workshops provided to SMEs; the design and implementation of various projects; non-profit employment projects targeted at the long-term unemployed, youth, women, people with special needs (disabled) and those with low qualifications, and people who risk social exclusion.

**Timeframe** The pact has been in existence since September 2003 and is ongoing. The most intensive actions are planned for 2007-2013 according to the new National Development Strategy.

**Partners** Representatives of local authorities and labour market institutions, entrepreneurs, NGOs, Dublin Employment Pact, Internationaler Bund (Germany).

**Contracts** All partners signed the partnership agreement.

**Legal status** The partnership is an informal body and has no legal status. Its work is based on the voluntary participation of signatories.

**Sources of Financing** Currently local government funds; in the future co-financing from the European Social Fund (ESF).

- Results**
- \_ development and implementation of “Leonardo da Vinci” projects dedicated to labour market entrants, people without qualifications or job experience;
  - \_ development of ESF projects that focus on long-term unemployed and women who want to set up their own business;
  - \_ training of small and medium entrepreneurs;
  - \_ training of partners focusing on Structural Funds and the implementation and management of projects;
  - \_ exchanges of experience among partners;
  - \_ two international conferences on tackling unemployment; and
  - \_ an international exchange of experience on effective ways of fighting unemployment.

## Partnerships' highlight

**Programme/Project** “Peer Support Clubs”

This project is implemented within the framework of Sectoral Operational Programme Human Resources Development, Priority 1 – “Active Labour Market and Professional and Social Inclusion Policy”, Measure 1.5 – “Promotion of Active Social Policy in Support of High-Risk Groups”. Eleven partners work together on this project: ten District Labour Offices and one non-governmental organisation. The project provides support to 273 long-term unemployed persons with secondary or higher education. Its keynote is “helping others, helping yourself”. The unemployed go through vocational training and subsidised employment and engage in work for other unemployed people, as a result gaining new skills and experience. At the same time, participants are provided with psychological help, vocational counselling and outplacement assistance. In each “Peer Support Club” the unemployed have access to job offers from all partner District Labour Offices participating in this project.

**Timeframe** September 2005 – June 2007

- Objectives**
- \_ updating the skills and qualifications and working-readiness of the long-term unemployed;
  - \_ helping the long-term unemployed find employment in the open labour market;
  - \_ supporting unemployed people; and
  - \_ improved co-operation between District Labour Offices.

- Activities**
- \_ peer support training;
  - \_ vocational training and subsidised employment;
  - \_ vocational counselling and psychological empowerment; and
  - \_ outplacement assistance.

**Results** The results will be measured six months after the end of the project.

## Contacts **Partnership co-ordination at national / sub-regional level**

There is no national partnership co-ordinator as yet.

### **Partnership co-ordinators at regional / local level**

Biuro Paktu (Pact Office), 41-103 Siemianowice Śląskie, ul. Wyzwolenia 17,  
Tel.: +48 / 32 / 76529-54, Fax. +48 / 32 / 76529-40  
e-mail: SiemianowicePakt@poczta.fm, www.pakt.siemianowice.pl



# Portugal

## Partnerships of the Social Networks Programme

### Framework and setting

- Geographic scale** Partnerships established under the Social Network Programme (SNP) are constituted within the territories of municipalities. The SNP is being implemented in 275 of 278 Portuguese continental municipalities (population: approx. 9,000,000).
- Policy framework** A whole new generation of social policies aimed specifically at reinforcing the dynamics of inclusion in Portuguese society has been developed. Partnerships were established as part of the SNP (a new generation of active social policies aimed at the activation of individuals and institutions) and promote integrated responses to the multi-dimensional nature of disadvantage, poverty and exclusion.

### Partnerships at work

- Rationale** The policy development process in Portugal is rather centralised and the most frequently used level of consultation is national. Partnerships between public and private institutions, at local and national level, are very common and partnership working is well established. This experience has created the conditions for the incorporation of the partnership principle in current management of social policies and increased the participation of representative national organisations in policy development. The underlying principles are integration, co-ordination, subsidiarity, innovation and participation.
- Objectives** The general objectives of partnerships are to combat poverty and social exclusion and to promote local social development through the introduction of joint strategic planning dynamics. Partnerships, in which the local authorities play a central role, give greater priority to the discussion of local social development problems and improving social interventions. The specific objectives include the implementation of joint planning processes on the basis of reviewable diagnoses of the social situation, the promotion of co-ordinated intervention in municipalities and parishes, the search for solutions to problems/needs of families and persons in situations of poverty and social exclusion and the promotion and dissemination of information regarding the situation in municipalities.
- Functions** The Social Networks are formal discussion fora or structures. In these fora the social problems of the local territories are discussed, partners define the priorities of the intervention and approve both “Social Diagnosis” (see “Policy tools”) and at a later stage “Social Development Plans”, for a three-year period, by consensus, thus creating conditions for subsequent activities by public and private partners. The partnerships’ multiple functions include developing and implementing programmes and projects, strategic planning and practical co-ordination at the local level and leveraging additional funds from multiple sources.
- Policy areas** Labour market policy and social policy (social integration and action)
- Policy tools/ Instruments** Partnerships’ tools include e.g. “Social Diagnosis” (identifying the principal problems at a local level and the priorities for intervention) and “Social Development Plans” (including the principal areas of intervention, such as employment, social action, health, access to the services and education access).
- Timeframe** Ongoing
- Partners** Partners include local governments (municipalities), local public services, private non-profit solidarity organisations, representatives of social groups, Local Social Work Councils and the Parish Welfare Boards.

- Contracts** All partnerships have internal or functional rules which govern the establishment of agreements between the partners.
- Legal status** The SNP partnerships legal status is based on the new Law No. 115/ 2006, which came into force on 14 June 2006.
- Sources of Financing** The main sources of financing are the Annual State Budget and the Support Programme for Implementation of the Social Network within the scope of area 5 of the Operational Programme for Employment, Training and Social Development.
- Results**
- \_ increased inter-institutional contacts, recognition and interaction between partners;
  - \_ streamlining of social work;
  - \_ testing of co-ordination models between partners at local levels, encouraging a more transparent and open attitude on the part of institutions;
  - \_ introduction of joint strategic planning processes for specific territories in the area;
  - \_ better and more systematic knowledge regarding the municipalities; and
  - \_ 180 Social Diagnosis completed by CLAS and 138 Development Plans prepared and therefore at the execution/implementation stage.

## Partnerships' highlight

- Programme/Project** Montijo Social Network
- Timeframe** Ongoing (initiated in 2001)
- Objectives** The main objectives of the Montijo Social Network are: the implementation of joint planning processes on the basis of social diagnoses; the promotion of co-ordinated intervention in municipalities and parishes; the search for solutions to problems/needs of families and persons in situations of poverty and social exclusion; the promotion of adequate coverage in terms of services and equipment in the respective municipalities and the promotion and dissemination of knowledge on the situation in the municipalities.
- Activities** The partners in the Health and Social Development Plan approve the implementation of the activities for the Montijo Council (2003-2005). The Health and Social Development Plan is produced by the Montijo Health City Network and the Social Network Project and the plan is a strong source of guidance and an innovative document, which combines and articulates a vast number of branches of intervention in areas of strategic development. The areas have been subdivided into 31 different branches.
- Results** Creation of the Health and Social Development Plan of Montijo Council representing an important contribution for Montijo's application to the International Healthy Cities Network of the World Health Organisation (WHO); creation of partnerships between different programmes in different intervention areas (social and health); dissemination and exchange of information between institutions.

## Contacts **Partnership co-ordination at national / sub-regional level**

Co-operation and Social Network Area, Social Security Institute, I.P., Labour and Social Solidarity Ministry, Rua Castilho, no. 24 -8º, 1250-069 Lisboa, Portugal,  
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# Russian Federation

## “Perspectiva”

### Framework and setting

**Geographic scale** “Perspectiva”, a local-level non-commercial partnership, has been established in Krasnokamsk, a small city in the Russian Federation’s Perm region. Krasnokamsk has population of almost 54,000.

**Policy framework** The partnership operates according to a charter developed by all the partners, ‘the Charter of the non-commercial partnership Perspectiva’, which aims to improve the balance of labour supply and demand within the local labour market.

### Partnerships at work

**Rationale** “Perspectiva” was formed with support from a joint programme of the Russian Federation’s Ministry of Labour and Social Development and the EU’s TACIS programme. The partnership’s focus is on increasing the effectiveness of institutional co-operation among the main stakeholders in the local labour market.

**Objectives** The general objectives of the partnership are to tailor the local vocational training system in accordance with local labour market needs; to facilitate the training of key human resources for the local economy; and to encourage small enterprises to secure and create jobs for socially disadvantaged groups (e.g. women, the long-term unemployed, the disabled, elderly people, teenagers).

**Functions** The functions of the partnership are to:

- \_ define human resource strategies for the area;
- \_ develop and implement programmes/projects in order to improve the demand-supply equilibrium within the local labour market;
- \_ develop and maintain co-operation among all members of the partnership;
- \_ provide human resource training,
- \_ assistance and support to local enterprises; and
- \_ support local projects targeted at improving and developing various types of employment.

**Policy areas** Labour market policy and local development

**Policy tools/ Instruments** The partnership offers a wide range of services such as training sessions for various recipients, development of local vocational training systems based on local labour market analysis, self-employment assistance programmes, youth training work/summer camps, etc.

**Timeframe** “Perspectiva” was created in 2001 and is ongoing.

**Partners** Local authorities, banks, local training establishments, employers

**Contracts** The partnership is governed by ‘the Charter of the non-commercial partnership Perspectiva’ which is signed by all partnership members.

**Legal status** “Perspectiva” is a non-profit organisation, overseen by an elected board.

**Sources of Financing** The partnership’s operation is financed by yearly instalments from its members and other enterprises and organisations allocated for human resources development activities according to annual work plans. Utilisation of budgets is controlled by the Coordinative Council.

**Results** Labour market demand analysis has been carried out in more than 80 enterprises. The Human Resource Club and the Perspectiva Training Centre have been established. More than 900 participants took part in a skill conversion programme. An effective support programme for small enterprises/self-employed people and the socially important youth training/work summer camps have been developed and successfully implemented. There were 66 small enterprises established and supported, providing 260 new jobs in city services.

## Partnerships' highlight

- Programme/Project** Development of the local vocational training system in accordance with local labour needs.
- Timeframe** No time limit
- Objectives** The major objective of the project is to provide efficient and effective co-ordination between local employers and educational/training institutions so that proposed training courses will meet labour market needs.
- Activities** Key labour market interventions include the following:
- \_ manpower needs analysis;
  - \_ selection of educational institutions (mostly from partnership members) that could provide the training courses. If necessary, the partnership provides assistance in developing and redesigning courses, as well as financial support;
  - \_ provision of course funding; and
  - \_ training process with further employment.
- Results** This type of model for co-ordination was greatly needed in Krasnokamsk's local labour market. The partnership has decided to establish its own dedicated training centre. This new centre should help provide a better balance between skills demanded and supplied in the local labour market.

## Contacts

### Partnership co-ordination at national / sub-regional level

There is no national / sub-regional co-ordination.

### Partnership co-ordinators at regional / local level

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# Slovak Republic

## Local Social Inclusion Partnerships

### Framework and setting

**Geographic scale** 27 Partnerships are established in five regions of Slovakia (Banská Bystrica, Košice, Prešov, Nitra, Žilina). The average population of the regions covered is 3,000,000.

**Policy framework** The Local Social Inclusion Partnerships (LSIPs) are created in the framework of the Social Development Fund (SDF). The SDF is an organisation funded by the state and constituted by the “Ministry of Labour, Social Affairs and Family” of the Slovak Republic. LSIPs are independent local associations comprising representatives of the community and individuals. LSIPs nominate their steering committee members. Social Inclusion Action Plans are prepared as part of the LSIPs. They include micro projects, which focus on the employment of groups affected by and/or at risk of social exclusion. Based on the partnership and community principles, these micro projects are evaluated by LSIPs Boards.

### Partnerships at work

**Rationale** The high unemployment rate of socially excluded groups and the ambition to assure higher employment influenced the creation of LSIPs. LSIPs provide a platform for citizens and local communities to jointly make efforts to find solutions to their problems and concerns.

**Objectives** The main objectives of LSIPs are to ensure the social inclusion of marginalised groups and communities in respective territories and to achieve higher employment of these groups. The LSIPs are based on four key priorities: to stimulate economic activities, to promote equal opportunities and eliminate social exclusion, to seek new innovative approaches in order to engage communities and to contribute to a better co-ordination of government activities (local and national), and of public, private and non-profit (voluntary) organisations.

**Functions** The functions of the partnerships are:

- \_ creating and maintaining co-operation of all stakeholders at local level related to employment and social inclusion;
- \_ improving the integration and co-ordination of activities leading to social inclusion and increasing the rate of employment;
- \_ defining strategies for the economic and social development of the respective territories;
- \_ developing and implementing programmes/projects and securing their sustainability;
- \_ establishing mechanisms for project assessment and recommendation;
- \_ evaluating the results of the projects and their impact on the strategy;
- \_ assistance in project monitoring; and
- \_ providing information and publicity on small-scale (micro) projects in territories.

**Policy areas** Labour market policy and social policy

**Policy tools/ Instruments** The main activities include counselling services provided to target groups, the preparation of individual employment plans providing assistance in accessing the labour market, supporting the development of local services in the area of employment and job creation, activities focusing on high quality leisure time for children and young people from families at risk of social exclusion, the preparation of employment plans at the local and regional level, incentive and motivational programmes, targeted and tailor-made training activities including on-the-job training, activities to support the social economy, development of employment plans and support for self-employed people, including tailor-made plans according to the needs of individuals, preparation of marketing plans for communities, preparation and implementation of training programmes aimed at the re-inclusion of specific target groups, preparation of employment action plans or employment strategies at the local and regional levels and other activities to mobilise and stimulate target groups.

- Timeframe** The partnerships started to operate in 2004/2005 and are financed for the period of a maximum of two years.
- Partners** The LSIPs must include the representatives of four different sectors: the public administration, business sector (entrepreneurs), civil society (e.g. NGOs, schools, church) and representatives from socially deprived areas. The target groups include the long-term unemployed, people from segregated Roma settlements, people with income under the poverty line, groups of children and young people at risk, geographically isolated groups, migrants, victims of criminal offences, alcohol/drug addicts, elderly people in need, former prisoners, homeless people, people with mental and physical disabilities.
- Contracts** The informal partnerships are facing a phase of “institutionalisation” (as NGOs, non-profit organisations).
- Legal status** None
- Sources of Financing** Partnerships are financed from the European Social Fund through the Social Development Fund.
- Results** Indicated results achieved by 30 June 2006:
- \_ number of people employed in the sector of the social economy: 350;
  - \_ number of trainers trained: 75;
  - \_ number of unemployed people participating in training and educational activities as part of project activities: 990;
  - \_ number of Roma people participating in training and educational activities as part of project activities: 600; and
  - \_ 32 action plans for employment on local and micro regional area.

## Partnerships' highlight

- Programme/Project** Project of the Local Social Inclusion Partnership in the region of Stredný Gemer
- Timeframe** 2005 – 2006
- Objectives** Increasing the rate of employment in Rožňava region (Stredný Gemer)
- Activities** The activities include:
- \_ establishing a job mediation agency in Rožňava with four branch local offices;
  - \_ organising re-qualification seamstress courses for unemployed women from the segregated settlement of Slavošovce;
  - \_ setting up four sheltered workshops with the aim to manufacture various products and support to people returning to the labour market;
  - \_ supporting business incubators;
  - \_ facilitation to re-establish the tradition of hand-made wicker products (workshops on various crafts); and
  - \_ production of biomass.
- Results** Not specified yet

## Contacts

### Partnership co-ordination at national / sub-regional level

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# United Kingdom (England)

## Local Strategic Partnerships (LSPs)

### Framework and setting

**Geographic scale** There are currently over 360 Local Strategic Partnerships (LSPs) in England, 86 of which are in areas that currently receive Neighbourhood Renewal Funding (NRF). Some of these partnerships date back to local initiatives in the early 1990s, others have only been set up relatively recently.

**Policy framework** Local Strategic Partnerships (LSPs) were introduced as a result of the Local Government Act 2000. In some localities they have made great strides towards improving the local quality of life. LSPs are now established in all areas and much progress has been made in terms of representation, establishing a common vision and moving to genuinely collaborative working. Local Strategic Partnerships have a critical role in further developing coherent service provision and genuinely sustainable communities.

### Partnerships at work

**Rationale** Lack of joint working at local level has been one of the key reasons for lack of progress in delivering sustainable economic, social and physical regeneration, or improved public services that meet the needs of local people. A combination of organisations, and the community, working co-operatively as part of an LSP will have a far greater chance of success. To achieve these improvements, the Government, local authorities and other service providers need to work co-operatively, change the ways they work, reallocate resources and “bend” their mainstream programmes to tackle issues that really matter to local people.

**Objectives** The main objective of LSPs is to set out the vision of an area and co-ordinate and drive the delivery of local services leading to improved outcomes for citizens that go beyond the remit of any one partner. Other benefits of partnership working include increased opportunities for joint provision of services, the ability to attract external funding and increased influence over the policies and structures of partner agencies.

**Functions** LSPs prepare and implement a Sustainable Community Strategy (which sets out the vision and priorities for the area agreed by all parties, including local citizens and businesses); provide strategic co-ordination within the area and link with other plans, partnerships and bodies established at the regional and sub-regional and local level; develop and drive the effective delivery of their Local Area Agreements (LAAs) agree an action plan for achieving the Sustainable Community Strategy priorities, including the LAAs’ outcomes; and provide a wide range of support and training.

**Policy areas** Economic, social and environmental well-being, community development, labour market and social inclusion

**Policy tools/ Instruments** The LSPs use a variety of different instruments, e.g.: forums for debate, discussions and common decision-making; advisory; facilitating community strategic planning (developing and implementing the Sustainable Community Strategy, Local Neighbourhood Renewal Strategy, Local Area Agreement and Local Development Framework); implementing performance management system; developing mechanisms for monitoring and reporting progress to the partnership and local people.

**Timeframe** Several local initiatives have started in the early 1990s; currently operating partnerships have no time limitation.

**Partners** LSPs are seen as the “partnership of partnerships” in the local area and has a board made up of senior officers from public sector (such as councils, health, the police, Jobcentre Plus, Environment Agency) and elected members, as well as representatives from the private and community and voluntary sectors. The board works with area-based or thematic partnerships and the wider community as the Sustainable Community Strategy and other plans are prepared and implemented.

- Contracts** Various approaches taken in different areas.
- Legal status** LSPs are non-statutory, non-executive organisations
- Sources of Financing** Partnerships are funded through public service budgets, partners' contributions and central government grants.
- Results** LSPs are able to co-ordinate delivery of the Sustainable Community Strategy and LAAs. They provide the strategic co-ordination within the area and link with other plans and bodies established at the regional, sub-regional and local level. As stated in the Audit Commission validation published in 2005: "In the last 12 months LSPs have made significant progress in implementing performance management systems. This is a notable achievement given the complexity and sensitivity of developing performance management in a partnership context. It marks a further stage of development in the life-cycle of LSPs and demonstrates a level of organisational maturity which is reassuring given their relative youth." (Further information at: [www.neighbourhood.gov.uk/document.asp?id=1366](http://www.neighbourhood.gov.uk/document.asp?id=1366)).

## Partnerships' highlight

- Programme/Project** West Midlands LSP Capacity Building Programme
- Timeframe** September 2006 – July 2007
- Objectives** The major aim of the programme is to develop the capacity of West Midlands LSPs and Government office for the West Midlands (GOWM) to deliver LAA and Community Strategy outcomes. The objective is to provide a programme of capacity building activities which:
- \_ is cost effective and demonstrates value for money;
  - \_ is collaborative in approach wherever possible;
  - \_ is developed and owned by practitioners;
  - \_ reflects the principle of devolved decision making; and
  - \_ produces practical results which supports the overall aim of the programme.
- Activities** All activities link knowledge & best practice with supported local improvement projects. Used methods include:
- \_ seminars and workshops;
  - \_ mentoring, coaching and shadowing;
  - \_ peer review;
  - \_ best practice showcasing (regional and national);
  - \_ study visits;
  - \_ secondments from partner organisations;
  - \_ good practice to be recorded and disseminated; and
  - \_ independent brokerage required to ensure collaboration, equity and value for money.
- Results** Expected results:
- \_ a systematic needs analysis of all LSPs in the West Midlands and a capacity building programme which has been developed and delivered in a collaborative manner; and
  - \_ better delivery of local outcomes and joined up services in disadvantaged areas.

## Contacts

### Partnership co-ordination at national / sub-regional level

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### Partnership co-ordinators at regional / local level

All LSP Websites can be found at Regional Co-ordination Unit's LSP  
website: [www.gos.gov.uk/localgov/lsp/?a=42496](http://www.gos.gov.uk/localgov/lsp/?a=42496)



# United States of America

## Workforce Investment Boards

### Framework and setting

- Geographic scale** Workforce Investment Boards (WIBs) are established for every state and local area in the US and its territories. There are 593 local WIBs and 53 State and territorial WIBs. The total size of the labour force is 147,000,000. The boundaries of areas served by WIBs vary but every part of the US is within the jurisdiction of a WIB.
- Policy framework** The WIBs are established and funded by the Workforce Investment Act, which was enacted in August 1998. The Act defines the overarching policy framework for the workforce system, WIB membership and WIB responsibilities and provides a primary funding stream via state government to each local WIB. In addition to this primary funding stream, WIBs are charged with the administration and/or implementation of a variety of other funding sources.

### Partnerships at work

- Rationale** A WIB's role is to provide leadership and oversight for workforce investment activities that increase employment, retention and earnings. Additionally, the WIBs increase the occupational skill attainment of the nation's workforce to rise and maintain the productivity, competitiveness and economic viability of the nation. A core mission for WIBs is to form partnerships among public workforce agencies and business so that the workforce system is responsive to the needs of business and the community.
- Objectives** The main objective is to create strong local partnerships between business and the community that create systemic responses to each community's economic development and workforce needs. The goal of the partnerships is to enhance the skill sets and earning potential of citizens, including those who are unemployed or who have special needs and provide employers with skilled workers.
- Functions** The WIB's overarching responsibility is to convene the stakeholders and form partnerships to create and implement a viable strategic action plan for workforce services in each community. To fulfil this broad role the WIBs develop partnerships among the stakeholders such as education and industry leaders, stay abreast of economic and labour market information, identify the primary needs of the community and target its available resources to those priorities. The WIB administers the grant funds it receives directly to achieve the objectives stated above and identifies other resources that can be deployed for communities' priorities.
- Policy areas** The Act provides a global policy framework that encompasses education, training, economic development and provides funding for adults, dislocated workers (recently unemployed) and youth. The Act also combines a number of separate grants that serve citizens and those with special needs. The Act is geared to all citizens and significant portions of the funds are targeted to disadvantaged and skill deficient citizens.
- Policy tools/ Instruments** Local WIBs maintain an advocacy/convening role with business and partners and provide information and workforce policy guidance. Local WIBs oversee the operations of facilities called One Stop Career Centers through which services (labour exchange, career assessment, literacy, occupational and other training that give support to industry initiatives, business services and support services) are provided to citizens and employers. State WIBs offer broad policy guidance and provide the grant planning and operations infrastructure.
- Timeframe** WIBs were established in 1998 and evolved from entities prescribed by the Job Training Partnership Act called Private Industry Councils that was enacted in 1981.
- Partners** A board membership is prescribed by the Act and requires representatives from business, the economic development agency, labour unions, workforce agencies, social services, community colleges, the K-12 educational system, and community based non-profit organisations among others.

- Contracts** Each WIB creates an operational plan and receives an allocation of funds via formula. Each WIBs grant is administered at the state level. Each WIB enters into contractual arrangements as needed to operators of One Stops, training providers, etc.
- Legal status** WIBs are predominantly non-profit corporations or associated with a government jurisdiction.
- Sources of Financing** The primary funding source is the Workforce Investment Act, but WIBs often generate funding from local and state government, demonstration grants, foundation grants, grants administered by other public agencies and, to a lesser degree, fees for services.
- Results** During the fiscal year 2005 (1 July 2005 – 30 June 2006), the Department of Labor reported that WIBs served via Workforce Investment Act funds 1,055,000 people (42% adults, 28% youth and 30% dislocated workers). Additionally, 1,167,000 persons filed for employment assistance. Each WIB is measured against standards for 17 performance measures that relate to earnings, employment, retention, skill attainment and customer satisfaction. For example, 76% of program exiters entered employment after programme services.

## Partnerships' highlight

- Programme/Project** Demand Driven Incubator Sites (representing an activity that many WIBs currently pursue and is a good example of what WIB partnerships can accomplish).
- Timeframe** 1 July 2005 – 30 June 2006
- Objectives** Strengthen existing WIBs with strong business services and industry initiatives and make their experience available to other WIBs.
- Activities** The Department of Labour, Employment and Training Administration awarded the demonstration grant. WIBs received individual grants to strengthen and expand their existing business services and targeted industry initiatives. WIBs selected as Incubator sites created partnerships among business and stakeholders in a community to address a critical workforce need. The initiatives typically generated training for both new and incumbent workers, system development resources and activities that would not have been possible with grant funds alone. Types of initiatives include the expansion of nursing education slots to meet a critical shortage in Texas, the retraining of unemployed and underemployed workers so they were qualified for jobs with a major defence contractor and the creation of an operating partnership among a community college, an economic development agency and a WIB to deliver a palette of business services easily accessible to business and at one comprehensive location. These best practices were packaged and shared via conference workshops, computer based seminars and written materials.
- Results** Programme outcomes related to the Incubator sites were related to their provision of technical assistance and outreach to other WIBs. All WIBs also met all 17 Workforce Investment Act performance measure standards.

## Contacts

### Partnership co-ordination at national / sub-regional level

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### Partnership co-ordinators at regional / local level

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# OECD LEED Forum on Partnerships and Local Governance

The OECD LEED Forum on Partnerships and Local Governance is a network to exchange information and experiences between partnerships. Since September 2004, it promotes an integrated approach to local development, supports area-based partnerships in optimising their contribution to local governance and the effectiveness of policies.

**Forum mission** The Forum mission is to enhance the contribution of partnership structures to local development and local governance and the effectiveness of policies.

**Forum partnerships** The area-based partnership is a tool to improve governance. It seeks to improve policy co-ordination and adaptation to local conditions, lead to 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 focusing 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** The objectives of the Forum are to improve the dissemination capacity and facilitate the transfer of expertise and exchange of experiences; to create synergies; to assess and develop co-operation models; to improve the co-ordination between policies and to advise and support partnership organisations.

**Forum Structure** All institutions and organisations involved in the management of area-based partnerships may become members of the Forum. Delegates and national partnership co-ordinators interested in providing further advice on the implementation of tasks are members of the Forum Board. The Forum Co-ordination is the support structure which builds up the network. The Forum is an activity of the OECD LEED Programme. All tasks are undertaken jointly by the Forum Office Vienna at the ZSI (Centre for Social Innovation) and the OECD LEED Trento Centre for Local Development (Italy).

## Tasks of the Forum

- \_ Further developing the network (identification and networking of institutions);
- \_ Building the data base (Documentary base);
- \_ Forum meetings, Forum Board meetings;
- \_ Policy advice (study visits, capacity building seminars); and
- \_ Information exchange (Annual Brochure, Electronic newsletters, Forum Websites).



## Contact

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OECD LEED forum on  
partnerships and  
local governance

**Editor and publisher:**

OECD LEED  
Forum on Partnerships and Local Governance  
at ZSI (Centre for Social Innovation)

A-1150 Wien/Vienna  
Linke Wienzeile 246, Austria  
Tel +43 / 1 / 4950442-0  
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on behalf of the OECD, Paris, France  
Vienna, 2006



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