



**International Partnership Fair**  
**2<sup>nd</sup> Meeting of the OECD LEED Forum**  
**on Partnerships and Local Governance**



*13 – 15 February 2006, Vienna*

**Parkhotel Schönbrunn**  
**Vienna, AUSTRIA**

# Partnership Folder



**TEP** koordinationStelle



OECD LEED forum on  
partnerships and  
local governance



**LEED** Programme



BUNDESMINISTERIUM für  
WIRTSCHAFT UND ARBEIT





## Introduction

Area-based partnership is a tool to improve local 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 through more widespread participatory democracy, stimulate corporate involvement in local projects and promote greater satisfaction with public policy (OECD, Local Partnerships for Better Governance, 2001).

OECD LEED Forum partnerships primarily focus on **employment**, **social issues** and **economic development** and are characterised by:

- Multi-level: Partnerships decision-making involves stakeholders from supranational, national, regional and local levels.
- Multi-sectoral: Multi-sectoral (or cross-sectoral) partnerships involve stakeholders representing various economic sectors/branches, governmental and non-governmental actors seeking to improve the co-ordination between labour market, education, economic and social policies at local and regional level.
- Multi-dimensional: Partnerships apply integrated approaches to multi-dimensional problems.

At the International Partnership Fair practitioners of selected partnerships will share their knowledge and experience of core aspects of partnership working, including defining aims and objectives, drawing up strategies, bringing on board partners and developing tools and instruments. 33 partnerships covering countries from the European Union, South-East Europe, America and Asia Pacific will present themselves and share their practical partnership experiences with Fair participants.

Note: The attached information on partnerships is provided by partnership representatives. The partnerships remain responsible for the content, and all views expressed are those of their authors and not necessarily those of the Fair organisers.



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## Partnerships

**Partnerships primarily  
focusing on  
employment**

Austria: Employment Pact for Vorarlberg  
Austria: Styrian Employment Pact (STEBEP) and Regional Pacts  
Austria: Territorial Employment Pact “Work for Salzburg”  
Austria: Territorial Employment Pact for Vienna  
Denmark: ARES – Regional Labour Market, Future Economic Development and  
Regional Social Capacity  
Finland: Central Uusimaa Partnership  
Finland: Seinajoki Regions Development Partnership Association  
France: Local Employment Committee Roubaix – Tourcoing  
Germany: Initiative for Employment!  
Germany: Pact for Economy and Employment in Berlin-Lichtenberg (PEEL)  
Greece: Territorial Employment Pact of Imathia  
Hungary: Employment Pact of Szombathely  
Hungary: Employment Pact of Zalaszentgrót  
Poland: Pakt na Rzecz Zatrudnienia (Employment Pact)

**Partnerships primarily  
focusing on  
social issues**

Belgium: RESOC / SERR Brugge (Regional Socio Economic Concertation  
Committee / Social Economic Council for the Region)  
Belgium: RESOC Leuven (Regional Socio-Economic Concertation Committee)  
Ireland: Ballyhoura Development Limited  
Ireland: Dundalk Employment Partnership  
Ireland: Finglas Cabra Partnership  
Portugal: Montijo Social Network  
Slovak Republic: Social Inclusion Partnership Lučenec  
Slovak Republic: Social Inclusion Partnership of the Sub-region Middle Spiš  
(Poprad and Levoča Districts)  
Sweden: Rural Renewal  
Slovakia: Local Social Inclusion partnership  
United States of America: The Human Services Delivery Network – A Community  
Partnership Initiative

**Partnerships primarily  
focusing on  
economic development**

Bosnia and Herzegovina: Local Action Group Velika Kladusa  
Canada: Bas-Richelieu Community Future Corporation  
Canada: Greater Halifax Partnership  
Canada: Réseau de développement économique et d’employabilité du Canada  
(RDÉE Canada) – Example of a regional partnership in Manitoba  
New Zealand: Marlborough Regional Partnership  
Sweden: Partnership Vaermland  
United Kingdom: Hartlepool Partnership  
United Kingdom: Tower Hamlets Partnership  
United States of America: Fairfax County (Virginia) Economic Development  
Authority (FCEDA)



## **Partnerships primarily focusing on** **Employment**



## **Austria**

### **Employment Pact for Vorarlberg**

**Territory covered by the partnership** Federal Province of Vorarlberg with a population of 379,642

**Policy areas** Labour market and employment policy

**Partners** Provincial Government, Public Employment Service, Federal Office of Social Affairs, Economic Chamber, Chamber of Labour, Austrian Federation of Trade Unions, Federation of Austrian Industry, Vorarlberg Association of Municipalities

**Description of the Partnership** The Employment Pact considers itself as a “think tank” having a high degree of competence in advising and making recommendations. The Pact aims at: defining strengths and potential of regional actors, better co-ordination of actions influencing employment and increasing the effectiveness of measures. The Pact thus intends to create and maintain new jobs as well as to secure funding for the region on a permanent basis.

The working programme for 2005 includes the following **activities**:

- “Low qualification job sector”: surveying potential within Vorarlberg’s industries to determine whether or which services might be outsourced to regional job creation programmes; and
- organising a conference for regional players and stakeholders concerning the issue “Optimal People Placement - Job-Oriented and Regional Offers”.

In parallel, the Pact will define policy recommendations on each priority area of the Pact.

**Duration of the Partnership:** until December 2006

**Added value of the Partnership** Implementing a “think tank” for labour market policy issues at the regional level taking into account a new approach for the province. Strategic recommendations based on medium- and long-term developments at the labour market were developed so that common views and joint actions in the region could be achieved.

**Main source of financing of the partnerships and its projects** Funding is provided within the framework of the Objective 3 Programme (European Social Fund – ESF, Priority 6).

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Financial Responsibility: Province of Vorarlberg, Dept Economic Affairs  
Mr. Karl-Heinz Rüdissler, e-mail: [karl-heinz.ruedissler@vorarlberg.at](mailto:karl-heinz.ruedissler@vorarlberg.at)  
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## **Austria**

### **Styrian Employment Pact (STEBEP) and Regional Pacts**

- Territory covered by the partnership** The Styrian Employment Pact covers the province of Styria with a population of about 1.2 million inhabitants and is divided into six pact regions: Western Upper Styria, Eastern Upper Styria, Liezen, Eastern Styria, Graz & Environs and South-West-Styria.
- Policy areas** Labour market and employment policy
- Partners** **STEBEP:** Provincial Government, Public Employment Service, Federal Office of Social Affairs, Economic Chamber, Chamber of Labour, Austrian Federation of Trade Unions, Federation of Austrian Industry, Representative of the Regional Pacts, Gender Mainstreaming experts, Non-Profit organisations  
**Regional pacts:** Regional management association (pact co-ordination), Public Employment Service/regional offices, representatives of employees and employers, Gender Mainstreaming expert, representatives of regional non-profit organisations
- Description of the Partnership** **Mission:** The main goal of the STEBEP is to better link employment policy with other policies in order to mainstream employment policy on provincial/regional level. The Regional Pact opens the way to a broad and versatile network, especially to deal with specific regional needs and define regional strategies and measures. The network carries comprehensive know-how for planning and implementation of projects in the fields "qualification" and "employment". The Regional Pact Co-ordinators provide a wide range of service for the region (e.g. consultancy on EU funding, programming).  
**Objectives:** The aim is to create a comprehensive partnership that combines activities pertaining to social and regional policy with objectives derived from employment and labour market policy. Funding and actions are to be pooled and co-ordinated to the end of combating unemployment and creating jobs.  
**Methods, policy instruments:** Creation of jobs, qualification of unemployed and individuals threatened by exclusion from the labour market, implementation of the annual STEBEP programme, transnational co-operation with Hungary and Slovenia, integration of additional partners and further policies, STEBEP Platform to provide a basis for exchange of experience and dialogue between regional and provincial level.  
**Duration of the partnership:** STEBEP: 2001 – 2005; regional pacts: 2000 – 2006
- Added value of the Partnership** Measures relating to employment policy are combined with those of other policy areas as well as with regional development and are planned and implemented in co-operation. This results in better co-ordination at the provincial and regional levels as well as in being able to obtain further funding from the public and private sectors.
- Main source of financing of the partnerships and its projects** The financial support structure is being offered within the framework of the Structural Funds' Programme (ESF, Objective 3, Priority 6, 2000-2006). Projects are funded by "Cooperative Qualification and Employment Programme" agreed between Public Employment Service and provincial government/Department of Economy, EU funds and other funding offered by the public and private sector.
- Responsible organisation** Pact Co-ordination: Unternehmensberatung BAB GmbH,  
[www.bab.at/english/p-paktkoordination.html](http://www.bab.at/english/p-paktkoordination.html)  
Ms. Helga Kainer, e-mail: [helga.kainer@bab.at](mailto:helga.kainer@bab.at)  
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## **Austria**

### **Territorial Employment Pact for Vienna**

**Territory covered by the partnership** City of Vienna, the capital of Austria with a population of 1,626,400 inhabitants and the area of 415 km<sup>2</sup>

**Policy areas** Labour market and employment policy

**Partners** City Government, Public Employment Service (AMS), Vienna Employment Promotion Fund (waff), Federal Office of Social Affairs – Vienna Provincial Office (BSB), interest groups representatives of employers and employees

**Description of the Partnership** **Mission:** The Territorial Employment Pact (TEP) of Vienna is a partnership to support the development of the economy and the employment policy of the metropolitan area of Vienna by means of intervening in labour market policy in a future-oriented manner.

**Objectives:** The TEP's objectives are those of the National Action Plan for Employment. Focal concerns are to prevent individuals from being excluded and to integrate people in the employment system.

**Methods, policy instruments:** Implacment and outplacement foundations; Youth Training Consolidation Act (JASG – Jugendausbildungs-Sicherungsgesetz) measures; programmes for entrants and re-entrants to the labour market; programmes for counselling and promoting working people; and integrative vocational training for the following target groups: youth, women, older persons, (long-term) unemployed, people threatened by unemployment, migrants, people with skills deficits or special problems in the labour market or interest in further training and businesses.

**Duration of the partnership:** The pact is extended by annual prolongation.

**Added value of the Partnership** Added value is found in the ability to define and realise common objectives and to proceed in a co-ordinated way when implementing structural changes. The fact that programmes and projects are co-ordinated by the pact serves to increase efficiency. This is the case, for example, with the in-depth co-operation among all of the partners as well as with the INTERDISK networks (regional networks reinforcing the labour market and the economy at the district level) for combating unemployment of youth.

**Main source of financing of the partnerships and its projects** In 2005, € 258,300,000 in total funding is available to implement co-ordinated measures (provided by the AMS, BSB, waff / Provincial Government of Vienna). The funding, which has been applied for from the Objective 3 Programme Austria 2000-2006 (European Social Fund – ESF, Priority 6) is used for INTERDISK.

**Responsible organisation** Pact Co-ordination: Vienna Employment Promotion Fund (waff), [www.waff.at](http://www.waff.at)  
Ms. Erika Hess, e-mail: [erika.hess@waff.at](mailto:erika.hess@waff.at)  
Tel: +43 / 1 / 21748-460



## **Austria**

### **Territorial Employment Pact “Work for Salzburg”**

**Territory covered by the partnership** Federal Province of Salzburg with a population of 521,000

**Policy areas** Labour market and employment policy

**Partners** Provincial Government, Public Employment Service, Federal Office of Social Affairs, Economic Chamber, Chamber of Labour, Austrian Federation of Trade Unions, Federation of Austrian Industry, Provincial Chamber of Agriculture and Forestry, Chamber of Agricultural Labour, Commissioner for Gender Mainstreaming, Regional Management Associations

**Description of the Partnership** **Mission:** The Territorial Employment Pact “Work for Salzburg” is a partnership to better link employment policy with other policies in order to improve the employment situation on regional and local level.

**Objectives:** With respect to labour market policy, the objectives and priority areas of the TEP are raising qualification levels of female and male employees, reducing disparity among regions and gender mainstreaming. In addition, the TEP supports the efforts to achieve full employment by 2009.

**Methods, policy instruments:** placement foundations, socio-economic employment projects for the long-term unemployed, qualification measures for various target groups, the Salzburg continued education cheque, counselling for women, youth and the older unemployed, projects aimed at overcoming segregation at work based on gender (“Young Women and Technology”), integration projects for disadvantaged and disabled young people, “Older Employee Coaching”, etc.

**Duration of the partnership:** For the time being until December 2006

**Added value of the Partnership** The TEP Salzburg is a flexible partnership with a broad basis and is open to all interested actors assisting to achieve the aims of the TEP.

**Main source of financing of the partnerships and its projects** The TEP implements measures, which are co-ordinated and stipulated within the framework of the employment pact amounting € 14,000,000 annually. Funding is applied for from the Objective 3 Programme Austria 2000-2006 (European Social Fund – ESF, Priority 6) for studies and for publicity efforts.

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## Denmark

### ARES – Regional Labour Market, Future Economic Development and Regional Social Capacity

- Territory covered by the partnership** The County of Storstroem with a population of 261,000 (2002). From January 2006, the county is incorporated as one out of three counties in the (new) Region Sjælland.
- Policy areas** Employment policy as interplay between labour market policy, business development policy and educational policy; focused in six specific problem complexes.
- Partners** AF-Storstrøm (Public Employment Service - PES), Storstroems County (Department for Education, culture and Labour Market Administration and Department for Regional Economic Development), Storstroems Erhvervscenter (Business Development Centre), Association of Local Authorities in co-operation with Municipal Group North, and Municipal Group South, DA (Confederation of Danish Employers), LO (Danish Federation of Trade Unions), Vocational Education Centres
- Description of the Partnership** **Mission:** To strengthen the employment and business development of the region through a closer co-operation between different policy areas and different local and regional actors based upon a common employment strategy of the region.
- Objectives:** To develop a common regional employment strategy in the interplay between the mentioned policy areas. The strategy has to include visions and objectives developed by the community of actors in charge of development of the work force in the region.
- Methods, policy instruments:** think tanks, pilot projects, analysis, conferences/seminars and other kind of dissemination and mainstreaming activities
- Duration of the partnership:** until January 2006
- Added value of the Partnership** Setting up new kinds of network between actors involved in three policy areas (across traditional barriers and limits) and a network involving staff members of the actors on a lower level than traditional co-operating between the actors; evolving, thinking up common (and new) proposals of solving common problem complexes, methods etc.
- Main source of financing of the partnerships and its projects** ARES is financed by European Social Funds (ESF), Article 6 with € 608,000 (for two years) and by regional funding (PES and County) with € 209,000. Implemented projects and other activities may be financed by other European funding (ESF, Objective 2 or 3), national funding or regional funding (PES or County).
- Responsible organisation** AF-Storstrøm (Lead-partner and financial responsibility)  
Storstroems Erhvervscenter (Management of the Partnership)  
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## **Finland**

### **Central Uusimaa Partnership**

**Territory covered by the partnership** Central Uusimaa (region) with a population of 160,000

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

**Partners** Local municipalities, labour authorities, educational and third sector organisations, companies, the Social Insurance Institution of Finland and the Employment and Economic Development Centre for Uusimaa

**Description of the Partnership** **Mission:** The Partnership Association aims to promote co-operation among parties responsible for unemployment and problems caused by it in the region of Central Uusimaa.

**Objectives:** The main objective is to combat unemployment, especially long-term unemployment and prevent social problems associated with unemployment.

**Methods, policy instruments:** The partnership up-dates the regional Employment Strategy annually. There are also employment projects for long-term unemployed and disabled people which includes for example evaluation and improving of working abilities and labour market training, counselling and coaching for unemployed.

**Duration:** up to December 2006

**Added value of the Partnership** Central Uusimaa Partnership is a flexible organisation with a multi-professional team and it crosses the borders of different sectors and municipalities.

**Main source of financing of the partnerships and its projects** European Social Fund (ESF) – Objective 3, municipalities, the Employment and Economic Development Centre for Uusimaa

**Responsible organisation** Central Uusimaa Partnership, [www.kumppanuusyhdistys.net](http://www.kumppanuusyhdistys.net)  
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## **Finland**

### **Seinajoki Regions Development Partnership Association**

**Territory covered by the partnership** Seinajoki sub-region with a population of 84,000 inhabitants and the whole South Ostrobothnia with 194,000 inhabitants

**Policy areas** Labour market policy

**Partners** Cities of Seinajoki and Kurikka, Municipalities of Ilmajoki and Nurmo, Employment and Economic Development Center for South Ostrobothnia, Employment Office for Seinajoki Region, Social Psychiatric Association for South Ostrobothnia, Association of Enterprises for South Ostrobothnia, Jobs and Society for South Ostrobothnia Association, University of Helsinki/Seinajoki Institute for Rural Research and Training, Education Center of Seinajoki, 4H-district office for South Ostrobothnia, Seinajoki parish, Unemployed in Ostrobothnia Association, “Two hands” Workshop for young people Ltd, Labor Unions Central Organisation in Finland/Regional Center for Ostrobothnia, Supported Employment Association, Red Cross in Finland/Seinajoki regional office, Motion and Sport for South Ostrobothnia Association

**Description of the Partnership** **Mission:** The Partnership’s mission is to reduce the high unemployment in the sub-region and to deepen activities between involved partners in order to implement actions and projects supporting regional development and employment.

**Policy instrument:** Local Action Plan for Employment (LAP)

**Duration:** The development partnership has acted in Seinajoki region since 1997.

**Added value of the Partnership** Added value of the Development Partnership is found in the innovation, creativity and ability to define and implement common objectives. Co-operation between partners has increased thus new policy approaches (focusing on employment issues) could be easier brought to the effect. The partnership network has acted only at Seinajoki sub-region until now; planned co-operation with sub-regions in South-Ostrobothnia will widen the partnership activities.

**Main source of financing of the partnerships and its projects** The partnership is financed by European Social Fund (ESF), EQUAL, Ministry of Labour and also cities and municipalities in Seinajoki sub-region.

**Responsible organisation** Seinajoki Regions Development Partnership Association  
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## France

### Local Employment Committee Roubaix – Tourcoing

**Territory covered by the partnership** The Local Employment Committee Roubaix – Tourcoing covers the cities of Roubaix and Tourcoing, located between the agglomeration of Lille and the Belgium border. It has a population of 420,000 inhabitants and an area of 187 km<sup>2</sup>.

**Policy areas** Economic development; Labour market policy

**Partners** Public authorities and local authorities, representatives of employers and employees, associations, local missions, services for employment and training, universities, various associations

**Description of the Partnership** The Local Employment Committee (Comité de Bassin d'Emploi - CBE) is a place of exchange and impulses between local representatives and firms. The CBE encourages the local actors and their activities, especially in the field of devolution of national employment policies. The CBE develops various programmes related to the definition of local strategies for employment (e.g. Territorial Employment Pacts 1997-2001 and since 2002, the programme for local development, integration and employment – PLDAIE has been implemented).

**Objectives** of the Local Employment Committee Roubaix – Tourcoing are:

- to assure the dialogue between public authorities, social partners and firms;
- to clarify the specific needs of the territory;
- to accompany the devolution of politics; and
- to encourage the fulfilment actions at the local level.

**Duration of the partnership :**

The CBE exists since 1983, the action programme is to last for three years.

**Added value of the Partnership** The added value of the partnership aims at reinforcing economic vitality in relation with the development of the urban areas. It creates capacity to develop and implement the initiatives “cross” (the convergence of key actors and interventions in the respective fields of economy, education, etc).

**Main source of financing of the partnerships and its projects** In 2004, the total budget of the CBE was € 458,000, 34% financed by the Urban Community of Lille and 12% covered by the state budget. The programme for local development, integration and employment (PLDAIE) is partially financed by the regional fund (Nord-Pas-de-Calais) and by European Social Fund (Objective 3) and its amount is approximately € 100,000.

**Responsible organisation** Comité de Bassin d'Emploi Roubaix – Tourcoing – Vallée de la Lys  
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## Germany

### Initiative for Employment!

**Territory covered by the partnership** 19 regional networks acting in eleven German countries (rural und urban areas) with a population of 13,237,152 inhabitants and the area of 12,182.25 km<sup>2</sup>

**Policy areas** Labour market and employment policy

**Partners** Businesses, trade unions, employment services, chambers of industry and commerce, trade associations, representatives from relevant regional institutions such as training und employment institutions, local politicians

**Description of the Partnership** The *Initiative for Employment!* is the largest co-ordinated German business initiative to empower the national labour market. The creation and securing of jobs is an outstanding example of how businesses can contribute to society; the Initiative also provides an important impetus for institutional reform and pioneers sustainable improvements in the labour market.

Since the start of the Initiative in 1998, supported by numerous personalities from businesses, associations, science communities and politics, a federally co-ordinated network project covering 19 regional networks and approximately 200 individual projects has been established. Around 2,000 institutions (among them more than 400 companies) are directly involved in the activities of the *Initiative for Employment!*

Two levels of co-operation of the regional networks are implemented. Firstly, the top representatives of the institutions form a regional initiative forum which defines the goals and the direction of the regional network. Secondly, experts and decision-makers meet in working groups in order to develop and implement projects tailored to the needs of the region.

On federal level the Governing and Executive Board discuss the conceptional development and implementation of strategies (example: strategies for school leavers and graduates to cross the “job threshold”). Furthermore the transfer and mainstreaming of successful employment strategies are part of the “Political Dialogue” on the federal level.

**Added value of the Partnership** Long-term improvement of the regional employment structures, development of co-operative structures and promotion of regional social capital

**Main source of financing of the partnerships and its projects** Regional networks are financed by the whole range of private, business and public funding (employment agencies, state ministries or federal level, EU-funding/European Social Fund).

**Responsible organisation** Co-ordination of the *Initiative for Employment!* on federal level: IFOK – Institute for Organisational Communication, [www.initiative-fuer-beschaeffigung.de](http://www.initiative-fuer-beschaeffigung.de)  
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## Germany

### Pact for Economy and Employment in Berlin-Lichtenberg (PEEL)

**Territory covered by the partnership** Berlin District Lichtenberg with a population of 260,000 inhabitants

**Policy areas** Local employment policies, economic development, neighbourhood management, business promotion

**Partners** Berlin's administration for Economics, Labour and Women Issues, Members of the Local Authority Lichtenberg and of the communal parliament, Director of the local Labour office, Director of the JobCenter Lichtenberg, gsub mbH as technical assistance and intermediary, Technical University for applied sciences, Chamber of Commerce Berlin; Trade Union, Housing agency of the district

**Description of the Partnership** The PEEL (designed in 1999 as a Berlin wide district strategy) combines the goals of the European Union programmes with Berlin's labour market policy goals and the local challenges in Lichtenberg.

**Objectives** of the Pact for Economy and Employment in Berlin-Lichtenberg:

- to create local employment;
- to fosterer economic development and social cohesion; and
- to combat unemployment and social exclusion.

**Policy instruments:** Action plans with different fields of activity, mainly small business oriented or focused on environmental issues and social integration

**Added value of the Partnership** For the first time in Berlin's more recent history, it had been possible to transfer responsibility to the decentralised level of the districts. The most important local actors are involved in the steering committees of the pact. The strategy enabled to implement innovative elements on district level through the chosen type of actors, specific target groups and through methods for applying instruments.

**Main source of financing of the partnerships and its projects** Three special financial instruments: Business promotion measures (wirtschaftsdienliche Maßnahmen) supported by European Regional Development Fund - ERDF, Local Social Capital (Federal programme) and Local Social Capital for micro-projects (Berlin programme).

**Responsible organisation** Local Authority of the Lichtenberg Pact  
Co-ordinator: gsub – Gesellschaft für soziale Unternehmensberatung, 10117 Berlin  
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## **Greece**

### **Territorial Employment Pact of Imathia**

**Territory covered by the partnership** Region of Central Macedonia,  
Prefecture of Imathia

**Policy areas** Labour market and employment policy

**Partners** Prefecture of Imathia, Municipality of Veroia, Naousa, Anthemia, Irinoupoli, Dovra, Veroia, Macedonia, Antigonidon, Vergina and Melikis, Organisation of Manpower Employment (O.A.E.Δ), Development Company of Imathia S. A, Territorial Employment Pact of Imathia, Chamber of Imathia, Regional Office of Labour Institue (I.N.E. Γ.Σ.Ε.Ε.) in Central Macedonia, Labour Party of Veroia, Care Centre for People with special capabilities, Charity non profit Parents association of handicapped and mentally ill children, Prefecture of Imathia

**Description of the Partnership** **Objectives:**

- promotion of modernisation of textile sector and agricultural industry in Imathia, but also encouragement of "expense" of human resources, with parallel promotion of their employment in other sectors;
- increase the labour posts in the modern enterprises of textile and agricultural industry, with parallel objective the elongation of period of employment;
- increase the labour posts in viable and competitive productive activities in association with the social economy;
- encouragement the enterprising initiatives;
- upgrade the quality of workforce, the majority of which is characterised by low educational level connection of professional training with real needs of local job market; and
- improve socio-economic network in the area of intervention.

**Added value of the Partnership**

- enforcement of local partnership;
- strategic planning and development of collective employment pacts;
- partnership in collective planning for the implementation of EU projects;
- co-ordination of actions against the exclusion of special groups of population in Imathia; and
- partnership in national and European networks

**Main source of financing of the partnerships and its projects** European Social Fund, national funds, private funds

**Responsible organisation** T.E.P. of Imathia  
Mr. Dimitrios Rossakis (Director of T.E.P.), e-mail: D.Rossakis@eurotec.com.gr  
Tel:+ 30 / 2310 / 804185



## **Hungary**

### **Employment Pact of Szombathely**

**Territory covered by the partnership** Town of Szombathely with county rights, the centre of county Vas; the population of the town is approximately 70,000

**Policy areas** Labour market and employment policy

**Partners** The co-operational agreement has been signed by the municipality of the town, the Labour Centre of county Vas and its regional office of Szombathely. 71 organisations joined with a supporting declaration, among them 24 companies, eleven interest-defending organisations, 20 training institutions, ten NGOs and other institutions.

**Description of the Partnership** A lot of considerable employers/companies have been dissolved or reduced their production, for this reason the unemployment increased to a great extend.

**Objectives:** creation of new jobs with help of the local entrepreneurship sector, matching professional training's structure to the demands of economy, starting programmes for disadvantaged unemployed, strengthen social economy, starting programmes which ensure gender mainstreaming, allocating funds with applications, supporting employment of young ones who have higher educational degrees.

**Methods, policy instruments:** objectives can be reached via building up of a modern structure for professional training in co-operation with the professional training in schools and institutions of higher education.

**Duration of the partnership:** The pact has been signed in May 2004, for an uncertain period of time. The first evaluation phase starts in December 2006.

**Added value of the Partnership** The activity of the partners concerning applications increased to a great extend. In the last seven months, the organisational conditions could be built up, the applications reached the resources of 1.5 billion Forints, we could get from this amount nearly 1.3 billion Forints till now. The function of the pact is to develop the economy and labour market of the town in order to reduce the number of unemployed.

**Main source of financing of the partnerships and its projects** The pact is financed by the Regional Operative Programme (European Social Fund – ESF); the participating project-partners add their resources to these.

**Responsible organisation** Labour Centre of County Vas (Co-ordination of the Western-Hungarian region: counties of Győr-Moson-Sopron, Vas and Zala), 9700 Szombathely, Hungary  
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## **Hungary**

### **Employment Pact of Zalaszentgrót**

**Territory covered by the partnership** Micro-region of Zalaszentgrót (a part of West-Pannon Region) with a population of 18,552 inhabitants

**Policy areas** Labour market and employment policy

**Partners** ZaIA-KAR Regional Association, Celodin Foundation of Zala County, Employment Office of Zala County and 63 various partners (e.g. municipalities, minority representatives, social partners, civic organisations, entrepreneurs, educational and third sector organisations, Non-Profit organisations.)

**Description of the Partnership** The **mission** is to work collectively in partnership network to influence and foster labour market within the region by using different methods and instruments.

**Objectives:**

- to reduce the high rate of unemployment and empower employment in the region;
- to create new job opportunities and maintenance already existing jobs;
- to support the local entrepreneurial sector;
- to co-ordinate professional trainings;
- to support courses for individuals with low-level qualification and youngsters;
- to encourage reintegration of disadvantaged groups at the labour market; and
- to reinforce employment potential in the field of social services, tourism and agriculture (with utilization of the local conditions)

**Methods, policy instruments:** The scope of actions covers four activities:

- Partnership – Network: establishment of an effectively co-operating network;
- Research – General survey: employment strategy to be created and based on researches, analysis concerning disadvantaged groups of the region;
- Information – Knowledge: exchange of experience, building regional database, web page and publications; and
- Strategy – Project: regional employment programme to be developed.

**Duration of the partnership:** Until May 2007

**Added value of the Partnership** Employment Pact of Zalaszentgrót was one of the first Pacts established in Hungary. An active co-operation of all respective partners (primary focusing on employment issues) is positively influencing regional development and helps to define regional strategies.

**Main source of financing of the partnerships and its projects** The Pact is financed within the framework of the Regional Development Operational Programme (Priority 3.2.1 – Support for local employment initiatives, partly European Social Fund and Hungarian Government) and the budget for two years period (2005 – 2007) is approximately € 106,000.

**Responsible organisation** Pact Co-ordination: ZaIA-KAR Regional Association  
Mr. István Martincsevics, e-mail: info@zalakar.hu  
Tel: +36 / 83 / 556-020



## Poland

### Pakt na Rzecz Zatrudnienia (Employment Pact)

**Territory covered  
by the partnership**

Silesian Voivodship, population: 2,104,200

**Policy areas**

Labour market and employment policy

**Partners**

Labour Market Institutions, Entrepreneurs, Local Governments, NGOs, Dublin Employment Pact, Internationaler Bund

**Description of the  
Partnership**

Mission: **The Employment Pact was signed to improve the employment situation on local level.**

**Objectives:** Job creation as well as limiting social exclusion, adjust training and educational programmes to be more relevant to the needs of the labour market, promote co-operation between institutions and organisations in tackling unemployment.

**Methods, policy instruments:** placement foundations, socio-economic employment projects for the long-term unemployed, women, youth and the older unemployed, training for small and medium-sized enterprises.

**Added value of the  
Partnership**

Our Pact is open to new initiatives and actors interested in social development.

**Main source of  
financing of the  
partnerships and its  
projects**

At present: Local Government funds, in the future co-financing from European Social Fund (ESF) and EQUAL.

**Responsible  
organisation**

Biuro Paktu, [www.paktnarzeczczatrudnienia.prv.pl](http://www.paktnarzeczczatrudnienia.prv.pl)  
41-103 Siemianowice Śląskie, Poland  
Ms. Iwona Piatkowska  
Ms. Izabela Rzychon  
e-mail: [SiemianowicePakt@poczta.fm](mailto:SiemianowicePakt@poczta.fm)  
Tel: +48 / 32 / 7652954



**Partnerships primarily focusing on**  
**Social Issues**



## **Belgium**

### **RESOC/SERR-Brugge**

#### **(Regional Socio Economic Concertation Committee / Social Economic Council for the Region)**

**Territory covered by the partnership** Sub-region Brugge covering ten municipalities with approximately 272,000 inhabitants and the area of 661 km<sup>2</sup>

**Policy areas** Socio-economic development of the region, labour market and employment policy, social policy

**Partners** RESOC is built on a “tripartite” constitution: representatives of employees (trade unions), representatives of employers, representatives of the local and provincial governments  
SERR is created as a “bipartite” constitution: representatives of employees (trade unions), representatives of employers

**Description of the Partnership** **Mission:** Socio-economic development of the region, labour market policy

**Tasks:** Assuring co-operation and consensus between the social partners, the municipalities, authorities, institutions and local actors concerning the social-economic regional development; advice and recommendations to political authorities

**Methods:** SWOT-analysis of the region; strategies for the socio-economic development of the region (primarily economic and labour market issues), analysis; expertises; town and country planning; dissemination of information

**Duration of the partnership:** RESOC/SERR Brugge started to operate in January 2005 with a decree of the Flemish parliament and is monitored by the Flemish government.

**Added value of the Partnership** Based on the results of ESF Art. 6 Project, RESOC-Brugge is developing a long term vision focusing on four main priority areas: deep-sea industry, culture & tourism, education & training, and quality of living and will lead to an expertise of the region.

**Main source of financing of the partnerships and its projects** The partnership structure and operations are mainly financed by the Flemish government, partly by the province (West-Vlaanderen). Projects are supported by European or Flemish funds, or by the province or municipalities of the region.

**Responsible organisation** RESOC/SERR-Brugge, 8200 Sint-Michiels Brugge, Belgium  
Mr. Stefaan Dehullu (Co-ordinator), e-mail: [stefaan.dehullu@west-vlaanderen.be](mailto:stefaan.dehullu@west-vlaanderen.be)  
Tel: +32 / 50 / 407035



## **Belgium**

### **RESOC LEUVEN**

#### **(Regional Socio-Economic Concertation Committee)**

**Territory covered by the partnership** Sub-region Leuven (part of the province Flemish-Brabant) with an area of 1,163 km<sup>2</sup> and a population of 463,000 inhabitants

**Policy areas** Socio-economic development of the region, employment and social policy

**Partners** Social partners (eight representatives of unions and eight of employers associations), local authorities: the province of Flemish-Brabant (with four representatives) and the 30 municipalities (with four representatives)

**Description of the Partnership** **Mission:** Socio-economic development of the region

**Tasks:** Concertation / commitment between the social partners, the municipalities and the province concerning the social-economic regional development; concertation between authorities, institutions and local players/actors about socio-economic issues, advise to political authorities

**Methods:** SWOT-analysis of the region with special attention to vulnerable groups; a long term strategy for the socio-economic development of the region with special attention for economic and labour market issues, additionally areas such as town and country planning, mobility, environment, social policy and education will be treated; commitments of the members and other local parties for the implementation of those strategies; identifying indicators for follow-up of the implementation; and a procedure to create mutual agreement with the local authorities and other local players.

**Duration of the partnership:** RESOC Leuven started to operate in January 2005 with a decree of the Flemish parliament and is monitored by the Flemish government.

**Added value of the Partnership** The partnership is developing strategies and several projects. A consensus concerning strategy is already reached about ten objectives for regional development. On project level, diversity management is implemented in organisations to create new opportunities for vulnerable groups, and new industrial sites for companies in the region will be prospected.

**Main source of financing of the partnerships and its projects** The partnership structure and operations are financed by the Flemish government. Projects are supported by European funds or Flemish funds or by the municipalities involved in the projects.

**Responsible organisation** ERSV Vlaams-Brabant, 3010 Leuven, Belgium  
Mr. Yvan Ottenbourgh (President)  
Ms. Cil Cuypers (Manager of RESOC Leuven), e-mail: cil.cuypers@vlaamsbrabant.be  
Tel: +32 / 16 / 267440



## Ireland

### Ballyhoura Development Limited

- Territory covered by the partnership** The area has a population of 55,500 and contains 50 local communities. The area is heavily reliant on agricultural production and is in a process of economic restructuring.
- Policy areas** Social Inclusion; Local and Rural Development
- Partners** The organisation is governed by a Board of Directors. It is a partnership of local business (trade associations, SME's, agri-business, rural tourism operators), community (voluntary sector community groups representing social inclusion, issue and geographic groups) and statutory agencies (Local Authorities, Regional Development Bodies, Education, Training, Social Welfare, Forestry, Agriculture and Food, Research and Advisory). The company also participates on a number of inter-agency partnerships at county level, nationally and internationally.
- Description of the Partnership**
- Vision:** Ballyhoura Country: driven by a proactive, future focused inclusive society, eager to embrace change and exploit new opportunities.
- Mission:** To create and enhance opportunities by working in partnership and fostering participation, thereby making possible the enjoyment of quality life chances and economic security which at least meets the minimum expectations of society. Thus, Ballyhoura Country will become a sought after location to live and work in and will be a favoured destination for visitors and returning emigrants.
- Objectives:** The goal is to ensure that the most marginalised and disadvantaged individuals living in Ballyhoura have access to opportunities and options to bring about their own development and the development of the society in which they live.
- Methods and Policy Instruments:** Our aim is to diversify the economic base and to assist people to improve their quality of life through Community Development, Education and Training, Economic Development (linkage to employment and enterprise creation) and Research. To create and enhance opportunities, the company works with communities and individuals to develop and deliver innovative pilots/projects and targeted interventions that reflect the local context, local needs and local opportunities.
- Duration:** The company was established in 1989.
- Added value of the Partnership** Enhanced awareness of social exclusion; the need for capacity building among communities; the development of an enterprise culture and infrastructure; strengthened participation and linkages between state agencies, community groups and businesses; optimisation and targeting of interventions; provision of integrated outreach service to improve accessibility; utilise the specific strengths of the individual partners.
- Main source of financing of the partnerships and its projects** Programmes managed by the company, namely the Local Development Social Inclusion Programme, LEADER+, National Rural Development Programme, Vital Voices Equality Measure and the Rural Social Scheme.
- Responsible organisation** Ballyhoura Development Limited, County Limerick, [www.ballyhouracountry.com](http://www.ballyhouracountry.com)  
Ms. Carmel Fox, e-mail: [localdev@ballyhoura.org](mailto:localdev@ballyhoura.org)  
Tel: +353 / 63 / 91300



## **Ireland**

### **Dundalk Employment Partnership**

**Territory covered by the partnership** The town of Dundalk with a population of 29,000

**Policy areas** Promoting social inclusion and combating long-term unemployment

**Partners** The Partnership is a limited company with a Board of 21 local representatives of: the Irish Business and Employers Confederation, the Irish Congress of Trade Unions, the Department of Social and Family Affairs, the Health Service Executive, the Vocational Education Committee, Dundalk Institute of Technology, the National Training Agency (FAS), the County Council, Dundalk Town Council, six representatives from disadvantaged areas and communities in Dundalk

**Description of the Partnership** **Mission:** Working to promote social inclusion and combat economic and social disadvantage (including long term unemployment) in the Dundalk urban area by undertaking initiatives independently and in partnership with key stakeholders

**Objectives:** The Partnership works with organisations representing communities and areas of disadvantage to enable them to more ably represent their areas and thereby improve them and works with long term unemployed and socially excluded individuals to assist them to access education, training, jobs and self employment.

**Methods:** Provision of a Community Office and staff to facilitate organisations representing disadvantaged communities. Financial and other supports for socially excluded and long term unemployed individuals taking advantage of education and training opportunities. Operation of the Area Enterprise Allowance to assist long term unemployed people set up their own business. Provision of an on site crèche in our enterprise centre to provide childcare for disadvantaged individuals returning to education, training or work. Operation of the Local Employment Service and Job Club to assist long term unemployed people return to the labour market.

**Duration of the partnership:** To the end of the current National Development Plan (2006) and beyond

**Added value of the Partnership** All the major actors in the area of social inclusion are represented on the Partnership Board and therefore its initiatives benefit from their very considerable experience as well as having the support of the relevant State Agencies from the outset. In addition as a limited company the Partnership has the freedom to pilot and implement initiatives that would be difficult for State Agencies to initiate themselves.

**Main source of financing of the partnerships and its projects** Funding under the Local Development Social Inclusion Programme is provided by Area Development Management Ltd (ADM), funding for the Local Employment Service and Job Club is provided by FAS; funding for the Crèche is provided by FAS and ADM. Funding is also received from the Special Support Programme for Peace and Reconciliation for an IT initiative and from the EU for the Equal programme. Annual budget is approximately € 2,000,000.

**Responsible organisation** Dundalk Employment Partnership, Dundalk, County Louth, Ireland  
Mr. John Butler (Chief Executive), e-mail: [jbutler@dep.ie](mailto:jbutler@dep.ie)  
Tel: +353 / 42 / 9330288



## **Ireland**

### **Finglas Cabra Partnership**

**Territory covered by the partnership** Finglas and Cabra are two suburbs in the North West of Dublin City with a population of 60,000 people.

**Policy areas** Our Partnership currently operates within the context of the Irish Government's National Development Plan with a specific remit to tackling social exclusion, poverty and access to employment.

**Partners** Employers, Unions, Elected Representatives, Statutory Agencies and local Community Representatives.

**Description of the Partnership** Our **mission** is “to work collectively in partnership to influence the regeneration of Finglas and Cabra with a particular commitment to creating positive change for people in need of additional supports, empowering them to shape their future and improve their quality of life”.

We presently focus our work on five areas, which are Early Childhood Development, Community Development, Education and Youth Development, Services for Unemployed People and Policy Development/Interagency Co-operation.

**Duration:** We have been in existence since 1991.

**Added value of the Partnership** Significantly lowering the levels of long term unemployment locally, supporting participation and retention of young people in education, increasing the access to education and training for adults in particular and attracting additional resources into the two communities.

**Main source of financing of the partnerships and its projects** Funded by the Irish Government under the National Development Plan 2000-2006 through Area Development Management LTD (ADM) and FÁS - Ireland's Training and Employment Authority. The company itself is limited by guarantee with a Board of 22 people drawn from the partners listed above.

**Responsible organisation** Finglas Cabra Partnership, [www.fcp.ie](http://www.fcp.ie)  
Mr. Michael Bowe, e-mail: [michael.bowe@fcp.ie](mailto:michael.bowe@fcp.ie)  
Tel: +353 / 1 / 8361666





## **Portugal**

### **Montijo Social Network**

**Territory covered by the partnership** Municipality with a population of 39,168 inhabitants

**Policy areas** Social Inclusion and local / social development

**Partners** Câmara Municipal do Montijo; Centro Distrital de Solidariedade e Segurança Social; Juntas de Freguesia de Afonsoeiro, Atalaia, Alto Estanqueiro-Jardia, Canha, Montijo, Pegões e Sarilhos Grandes; CERCIMA; Centro de Saúde do Montijo; Hospital Distrital do Montijo; Instituto de Emprego e Formação Profissional; Estabelecimento Prisional Regional do Montijo; Polícia de Segurança Pública and other institutions

**Description of the Partnership** **Mission:** Combat poverty and social exclusion and promote the social local development

**Objectives:** Implementation of joint planning processes on the basis of review able social diagnoses; promotion of co-ordinated intervention in municipalities and parishes; to look for solutions to problems / needs of families and persons in situations of poverty and social exclusion; promotion of adequate coverage in terms of services and equipment in the respective municipalities; promotion and dissemination of knowledge on the situation in municipalities.

**Policy Instruments:**

- The Health and Social Development Plan of Montijo;
- partnerships between different programmes in different intervention areas: social and health; and
- other national level programmes in different intervention areas: social, health, education and employment.

**Added value of the Partnership** Partnerships promote the Social Network principles: integration, co-ordination, subsidiarity, innovation and participation; dissemination and exchange of information between institutions (institutions are now familiar with each other's work to achieve co-ordinated resolution of existing problems and needs).

**Main source of financing of the partnerships and its projects** The partnership structure and operations are financed by the Montijo's Municipality, the institutions in the partnership and same national and European programmes.

**Responsible organisation** Câmara Municipal do Montijo  
2870-352 Montijo, Portugal  
Mr. Fernando Salgueiro and Ms. Susana Nogueira  
e-mail: [montijo.saudavel@mun-montijo.pt](mailto:montijo.saudavel@mun-montijo.pt)  
Tel: +351 / 21 / 232 78 66



## **Slovak Republic**

### **Social Inclusion Partnership Lučenec**

**Territory covered by the partnership** District Lučenec  
Population of covered region: about 75,000 inhabitants

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

**Partners** Members of the Partnership are: Representative of the Office of the Government, Plenipotentiary for Roma Communities, Representative of the Office of Labour, Social, Affairs and Family in Lučenec, Representative of the Regional Self-Government, Banská Bystrica, Local consultant of the Social Development Fund, Representatives of the public sector (municipalities), Representatives of the private sector (NGOs, business sector), Representatives of the educational institutions, Individual community leaders

**Description of the Partnership** Social Inclusion Partnership Lučenec is registered as a “Civic Society Partnership” and decisions are being made by the Board of the Partnership comprised of four strategic partners and nine members of the Partnership.

**Objectives** of the Local Social Inclusion Partnership are:

- to contribute to elimination of employment barriers;
- to eliminate social pathology;
- to mobilise the community and the people for working on projects;
- to support employment of graduates; and
- to support employment with long-term unemployed people.

**Added value of the Partnership** Added value of the partnership is found in the strategy of economic and social development of the Lučenec region and employment plans aiming at providing better opportunities for employment of marginalised groups.

**Main source of financing of the partnerships and its projects** Partnership is financed from the European Social Fund through the Social Development Fund. (National Project VI: Increasing employability of groups at risk or affected by social exclusion by means of Social Inclusion Partnerships).

**Responsible organisation** “Civic Society Partnership”  
Ms. Eva Demeová (SDF Local Consultant), e-mail: [eva.demeova@fsr.sk](mailto:eva.demeova@fsr.sk)  
Ms. Alexandra Šagátová (Chairwoman of the Partnership)  
Tel: +421 / 47 / 4330-361 (Office of the Partnership)



## **Slovak Republic**

### **Social Inclusion Partnership of the Sub-region Middle Spiš (Poprad and Levoča Districts)**

- Territory covered by the partnership** Districts Poprad and Levoča  
Population of covered regions: about 130,000 inhabitants
- Policy areas** Labour market and employment policy; social policy
- Partners** Members of the Board of the Partnership are: Representative of the Office of the Government Plenipotentiary for Roma Communities, Representative of the Office of Labour, Social Affairs and Family in Poprad, Representative of the Regional Self-Government Prešov, Local consultant of the Social Development Fund, five members from the local government, 13 members from the NGOs, one representative of the business sector (employer)
- Description of the Partnership** The Social Inclusion Partnership of the Sub-region Middle Spiš is established on the principle leading towards the social inclusion of unemployed people and other socially marginalised groups. The Partnership creates a plan of the social inclusion and supports development of the active labour market policy and improvement of life conditions of social excluded groups; prepares and carries out projects and programmes supporting general development of the sub-region.
- Objectives** of the Local Social Inclusion Partnership Poprad-Levoča:
- to set up “Centres for Mothers“ in the Roma settlements promoting specific health care issues and planned parenthood;
  - to support microregional projects prepared by integration community centres in co-operation with self-governing bodies;
  - to support the project on the Roma Children Clubs and include elementary schools in the project;
  - to support self-employment with marginalised groups of people; and
  - to set up sheltered workshops and business incubators for the long-term unemployed providing counselling and job mediation services.
- Added value of the Partnership** Added value is based on the partnership development, the voluntary work of the partnership members and the variety of the specialists in the Partnership Board.
- Main source of financing of the partnerships and its projects** Partnership is financed from the European Social Fund through the Social Development Fund (National Project VI: Increasing employability of groups at risk or affected by social exclusion by means of Social Inclusion Partnerships).
- Responsible organisation** “Civic Society Social Inclusion Partnership of the Sub-region Middle Spiš (Poprad and Levoča Districts)”  
Mr. Eduard Čonka (SDF Local Consultant), e-mail: [eduard.conka@fsr.sk](mailto:eduard.conka@fsr.sk)  
Ms. Dana Plučinská (Member of the Partnership), e-mail: [partners@stonline.sk](mailto:partners@stonline.sk)



## Sweden

### Rural Renewal

- Territory covered by the partnership** The northern part of Sweden, the province of Norrbotten, Västerbotten, Västernorrland and Jämtland
- Policy areas** Regional development and labour market policy
- Partners** Swedish University of Agricultural Sciences (SLU), Folkrörelserådet Hela Sverige skall leva, Hushållningssällskapet i Norrbotten, Skogslandet LEADER II AB Boden, Byautvecklingsgruppen i Östra Kiruna, Inlandslandet Sorsele, Samernas Utbildningscentrum, Sollefteå Kommun, PA Partner i Strömsund, Agendum, Kommunförbundet i Västerbotten, Ljus Framtid, Företagarnas Riksorganisation i Norrbotten, Kunskapsaktivering AB
- Description of the Partnership** The **aim** of the partnership is to influence systems restricting local development in rural areas of the province and finding new forms of work and enterprises. Primarily, the Development Partnership (DP) intends to support new companies in order to widen the business life in respective areas and contribute to the renewal of the sparsely populated rural districts.
- Rural Renewal implements twelve subprojects within **three theme areas**. The first area of interest concerns a creation of different working methods for authorities, institutions who are responsible or can influence local development. Rural Renewal's second area is to present youngsters the tools and the knowledge in order to take part in the creative process of building a future and an attractive environment. The third area of interest "Commercialisation" is targeted on helping excluded individuals, e.g. the Sami. This ethnic group finds difficulties to get into commercial fields outside the traditional areas and special attention is being paid to Sami women.
- The Experience Council** working within the partnership consists of experts, researchers from four different universities, including the Swedish University of Agricultural Sciences, and develops new methods and analysis problems of the declining area.
- Added value of the Partnership** Giving excluded people the possibility to actively influence development of their local areas, rising citizens satisfaction and creating e.g. the learning system for authorities in different levels for adapting the labour market systems can be considered as an added value of the partnership.
- Main source of financing of the partnerships and its projects** The total budget of Rural Renewal is approximately € 2,500,000. 40% of the budget is covered by European Social Fund - ESF, 25% by regional funds and 25% is financed by municipalities and village groups.
- Responsible organisation** The Swedish University of Agricultural Sciences, Dep. Rural Development, Uppsala  
Mr. Ulf Brangefeldt, e-mail: [ulf.brangefeldt@omv.slu.se](mailto:ulf.brangefeldt@omv.slu.se)  
Tel: +46 / 18 / 6571912



## **United States of America**

### **The Human Services Delivery Network – A Community Partnership Initiative**

**Territory covered by the partnership** Fulton County is the largest county in the State of Georgia with a population of 886,000 and covers eleven municipalities (cities).

**Policy areas** Human/Social Services policy

**Partners** Fulton County partners with 162 community-based nonprofit organisations to facilitate this Initiative. Other community stakeholders that influence the sustainability of the Partnership Initiative include: policy makers, local governments, citizen advisory boards, churches, private sector, and foundations.

**Description of the Partnership** **Mission:** Government, in partnership with citizens and neighborhoods, building strong resilient communities that shape the human potential and provide a continuum of services that is responsive to the broad spectrum of human need.

**Objectives:** Creating community-based responses to address human/social needs; creating a network of partnerships thereby, collectively sustaining a large scale infrastructure of service delivery that is responsive to the County's citizenry; and assessing and prioritising human/social needs.

**Methods, policy instruments:** Fulton County makes annual funding opportunities available to non-profit organisations through a competitive grant award process resulting in a contractual partnership. Priority funding categories are identified in the areas of homelessness, employment, children & youth, persons with disabilities, HIV/AIDS, and elderly (aging services). Funding categories are based upon community needs assessments, planning strategies, and needs forecasting. Partnering organisations are also obligated to become active members within the Network that assists with performance measurements, forecasting and trend analysis, and the development of new strategies to address emerging social issues.

**Added value of the Partnership** Cost Effectiveness – by investing its resources into partnerships with nonprofit service providers, the County benefits from a significant cost savings verses that of providing such services directly. Funding Leveraging – the nonprofit organisations leverage County funds to secure other government, foundation, and private sector resources. Community Control – the response to solving social problems and addressing social needs within a given community in Fulton County is enhanced through the established partnerships with community-based service organisations.

**Main source of financing of the partnerships and its projects** Funding is provided through the General Fund Budget of Fulton County Government. This Budget is derived from local taxes and fees associated with the Government's operation. The annual funding amount for this project is \$ 6.2 Million.

**Responsible organisation** Fulton County Human Services Department, Atlanta, Georgia, 30303, United States  
Mr. Douglas Carl (Deputy Director), e-mail: doug.carl@co.fulton.ga.us  
Tel: + 1 / 404 / 730-7944



**Partnerships primarily focusing on**  
**Economic Development**



## **Bosnia and Herzegovina**

### **Local Action Group Velika Kladusa**

**Territory covered by the partnership** Municipality of Velika Kladusa with an estimated population of 44,350

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

**Partners** municipal authorities (Rehabilitation, Development and Entrepreneurship), civil society organisations (Democratic Youth Organisation Velika Kladusa) and the local business sector (Accredited Regional Development Agency – North West)

**Description of the Partnership** **Mission:** to enhance the Public Private Partnership concept, 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.

**Objectives:** Creating and maintaining co-operation of all stakeholders at the local level related to employment and social inclusion; improving 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; establishing mechanisms for project assessment and recommendation; providing information and publicity about small-scale projects in the area, dissemination of best practices within the country and abroad.

**Main activities** include counseling services provided to target groups, preparation of local development action plans and the implementation of capacity building activities to increase the performance and efficiency of LAG functions. The LAG operates as the operational body for the implementation of the project at the local/municipal level and co-ordination of all activities during the implementation of the project.

**Duration of the Partnership:** started to operate in April 2005 and is financed for a period of approximately 20 months.

**Added value of the Partnership** All partners involved in the LAG have developed their capacities in identifying community needs, defining development priorities and in drafting project proposals. The LAG has gained recognition from the local authorities to accept the notion of working with and consulting civil society organisations and the local business sector.

**Main source of financing of the partnerships and its projects** The LAG is currently being financed by the United Nations Development Programme - SUTRA Project (Sustainable Transfer to Return Related Authorities), which is co-financed by the EC, the Government of Bosnia and Herzegovina and the Government of The Netherlands.

**Responsible organisation** “Democratic Youth Organisation Velika Kladusa” (DOM VK)  
77230 Velika Kladusa, Bosnia and Herzegovina  
Mr. Kenan Keserovic, e-mail: kenan.kum@gmail.com,  
LAG e-mail: dom.mladih@gmail.com, Tel: + 387 61 755 801, Fax.: +387 37 773 911



## Canada

### Bas-Richelieu Community Future Corporation

**Territory covered by the partnership** Bas-Richelieu Community Future Corporation is located 91 km east of Montreal, covers the area of 950 km<sup>2</sup>, 18 municipalities with a population of 60,620 inhabitants and the main centre is Sorel-Tracy.

**Policy areas** Labour market policy, community economic development, rural development, sustainable development

**Partners** 164 members: 50% from business community, 25% from community groups, 10% are elected representatives, 5% from regional bodies, 5% from different corporations (school board, health workers etc.) and 5% from the public.

**Description of the Partnership** **Objectives:** CFDC of Bas-Richelieu endorses the objectives of the Community Futures Program: to support community economic development by assisting communities to develop and diversify their communities, more specifically:

- works with communities to assess local problems, establish objectives, plan and implement strategies to develop human, institutional and physical infrastructures and promote entrepreneurship, employment and economy;
- delivers a range of business, counselling and information services to small and medium-sized enterprises; and
- provides access to capital to assist existing businesses or to help entrepreneurs to create new businesses.

**Methods, policy instruments:** Investment funds and special Youth Investment Fund; Rural Enterprises development; Youth entrepreneurship summer camps; Youth Employment Program, Regional Strategic Initiatives

**Duration of the partnership:** Ongoing partnership since 1989

**Added value of the Partnership** In year 2004-2005, Bas-Richelieu CFDC provided services to 20 businesses, financed projects for 1,041,000 Canadian dollars (CND) and created 78 direct jobs.

**Main source of financing of the partnerships and its projects** Bas-Richelieu CFDC is a private non-profit organisation, financed mostly by the Government of Canada on a five years contract (2001-2006). The Government of Canada is financing the operational budget and some specific initiatives; other financial support: return on their investment funds; diverse local or regional sources of money.

**Responsible organisation** SADC Bas-Richelieu, [www.soreltracyregion.net/sadc](http://www.soreltracyregion.net/sadc)  
Sorel-Tracy, Province of Quebec, Canada  
Ms. Sylvie Pouliot (Executive Director), e-mail: [sadc@bellnet.ca](mailto:sadc@bellnet.ca)  
Tel: +1 / 450 / 746-5595  
Réseau des SADC du Québec  
Ms. Hélène Deslauriers (Executive Director), e-mail: [hdeslauriers@ciril.qc.ca](mailto:hdeslauriers@ciril.qc.ca)  
Tel: +1 / 418 / 658-1530





## **Canada**

### **Greater Halifax Partnership**

**Territory covered by the partnership** Halifax, Nova Scotia, Canada  
Population: 370,000

**Policy areas** Economic Development

**Partners** A public-private partnership bringing together municipal, provincial and federal government with over 130 investors from the private sector.

**Description of the Partnership** The Greater Halifax Partnership is one of North America's most dynamic and effective economic development groups. Our public-private partnership has developed integrated and innovative approaches to business recruitment, business retention and expansion, trade development and community marketing since 1996. Not only does the Partnership drive economic growth at home, but our consulting arm has assisted other communities, nationally and internationally adopt our compelling and successful model for economic development.

**Mission:** Simply to keep, grow and get business.

**Goal:** To engage our community in the growth of Halifax's economy, creating new investment and high-quality jobs, securing Halifax's long-term fiscal health, while enhancing business confidence and our lifestyle.

**Added value of the Partnership** Halifax's economy outperforming most Canadian cities – while shining on the international stage as a centre of creativity, innovation and talent.

Our impact on our community in 2004 is tracked in four key areas:

- Investment: 218 new corporate investments and/or business expansions;
- Employment: Employment growth of 7,100 new jobs, increase in average wages;
- Business confidence: In many independent rankings, Halifax ranks at or near the top ranking for business confidence in Canada.
- Organisational capacity: Highest per capita private-sector investment of any similar organisation in North America; 92 percent of investors renew each year.

**Main source of financing of the partnerships and its projects** The Partnership's 2005 budget is 4.57 million Canadian dollars (CDN). 26 percent of our revenues come from government sources (municipal, provincial and federal), 35 percent from the private-sector and 39 percent from both the private and public sector for project funding.

**Responsible organisation** Greater Halifax Partnership, [www.greaterhalifax.com](http://www.greaterhalifax.com)  
Mr. Fred Morley (Vice President, Chief Economist), e-mail: [fmorley@greaterhalifax.com](mailto:fmorley@greaterhalifax.com)  
Tel: +1 / 902 / 490-6000



## Canada

### Réseau de développement économique et d'employabilité du Canada (RDÉE Canada) – Example of a regional partnership in Manitoba

- Territory covered by the partnership** All of the Acadian and Francophone Communities of Canada outside of the Province of Québec with focus in Manitoba
- Policy areas** Community Economic Development with an emphasis on Human resource development and Community capacity building
- Partners** RDÉE Yukon, RDÉE Territoires du Nord-Ouest, RDÉE Nunavut, RDÉE Colombie-Britannique, RDÉE Alberta, RDÉE Saskatchewan, RDÉE Manitoba, RDÉE Ontario, RDÉE Nouveau-Brunswick, RDÉE Nouvelle-Écosse, RDÉE Île-du-Prince-Édouard, RDÉE Terre-Neuve-et-Labrador and Federal Government
- Description of the Partnership** RDÉE Canada is a government-community partnership created to foster economic development and job creation in Acadian and Francophone Communities of Canada outside of the Province of Québec. RDÉE Canada is a consortium of twelve regional partners. RDÉE Manitoba is one regional example of RDÉE Canada's government–community partnership that has created wealth for its francophone communities through its innovative approach.
- Added value of the Partnership** The RDÉE Canada partnerships are unique Government-community approach to Community Economic Development that is client-needs based.
- Main source of financing of the partnerships and its projects** The partnership is financed by different levels of Government (Federal, Provincial and Municipal), Private businesses and Community organisations.
- Responsible organisation** RDÉE Canada, [www.rdee.ca](http://www.rdee.ca)  
Ottawa, Ont. K1N 5Z4, Canada  
Mr. Aubrey Cormier (Chief Intelligence Officer), e-mail: [aubrey.cormier@rdee.ca](mailto:aubrey.cormier@rdee.ca)  
Tel: +1 / 902 / 854-2557



## **New Zealand**

### **Marlborough Regional Partnership**

- Territory covered by the partnership** The region of Marlborough, at the top of the South Island of New Zealand. However specific goal of partnership is to build networks outside the geographic boundaries both nationally and internationally.
- Policy areas** Regional Development
- Partners** Formerly: Marlborough Regional Development Trust (MRDT), Marlborough District Council (MDC) & New Zealand Trade and Enterprise. In practice wide range of education, research, business, social and environmental agencies and organisations.
- Description of the Partnership** The formal partnership is under the Government's Regional Partnerships Programme whose purpose is to link central and local government and community in joint responsibility for regional development. In practice links into co-operative and integrated network a whole range of local and national organisations.
- Added value of the Partnership** The partnership has created two nationally significant Centres of Excellence (viticulture and aviation), spearheaded high-speed broadband introduction throughout the region, is leading the country in climate change and energy management strategies, and is developing sustainable tourism and workforce development regional strategies. Research has identified the project lead attainment of strategic goals, and the new thinking that is arising from the work as an example of "new practice"/"best practice".
- Main source of financing of the partnerships and its projects** The partnership draws base funding from the New Zealand Trade and Enterprise and the Marlborough District Council (local council) and project funding from a variety of governmental and non-governmental sources.
- Responsible organisation** Marlborough Regional Development Trust  
Marlborough, New Zealand  
Mr. Tony Smale (Manager), e-mail: [tony@marlboroughnz.org](mailto:tony@marlboroughnz.org)  
Tel: +64 / 3 / 5775203



## Sweden

### Partnership Värmland

**Territory covered by the partnership** The County of Värmland with an area of 19,371 km<sup>2</sup> and a population of 273,467 inhabitants

**Policy areas** Economic development (e.g. steel and engineering industry, infrastructure, trade, housing, business development), social and health policy, employment policy

**Partners** County Administrative Board of Värmland, Region Värmland (comprising municipalities of Värmland and County Council), Karlstad University, County Labour Market Board, Chambers of Commerce, Federation of Private Enterprises in Sweden and of Swedish Farmers, Swedish Trade Union Confederation, Swedish Confederation of Professional Employees

**Description of the Partnership** **Mission:** To manage and co-ordinate the realisation of the Regional Growth Programme (RGP) – Sustainable Growth in Värmland 2004-2007 which has been designed by the county-wide partnership board.

The **objectives** of the partnership are: to develop a more strategic leadership, to increase competitiveness and entrepreneurship growth, to attract investment capital, key personnel, new residents and tourists to the area; to empower county's initiatives in education and employment, to support broadly research activities within the county.

**Methods:** Cluster development, support of SMEs, counselling and coaching for new entrepreneurs, developing possibilities of venture capital, environmentally driven business development, development of tourism/adventure industry, research, development of more flexible educational system, development of local learning centres, validation initiative, local development with special attention for attractive housing and mobility, spatial planning, creation of measures for improved public health, infrastructure development and broadband initiatives.

**Duration:** 2004 to 2007

**Added value of the Partnership** The Partnership is bringing together respective authorities, policy makers, businesses, 20 regional interaction groups and contributes to effective collaboration in the various operational areas.

**Main source of financing of the partnerships and its projects** The Partnership is supported by public funding (i.e. municipal funding and funding from regional industry) and by EU Structural Funds. The budget of the partnership is approximately € 150 million annually.

**Responsible organisation** County Administrative Board of Värmland, 651 86 Karlstad, Sweden  
Mr. Bengt Dahlgren, e-mail: [bengt.dahlgren@s.lst.se](mailto:bengt.dahlgren@s.lst.se)  
Tel: +46 / 54 / 197033



## **United Kingdom**

### **Hartlepool Partnership**

**Territory covered by the partnership** Local Authority area of Hartlepool in the North East of England with a population of 90,000

**Policy areas** Economic development (including Community Safety, Strengthening Communities, Environment and Housing, Culture and Leisure), education policy and health policy.

**Partners** Hartlepool's Member of Parliament chairs the Partnership and the town's Mayor is the Vice-Chair. The Board has 40 members including: elected community representatives, councillors, trade union, faith groups, businesses, police, hospitals & health care professionals, schools & colleges, environment representatives, housing providers, representatives from government departments including Department for Work and Pensions, Department for Learning and Skills.

**Description of the Partnership** The Partnership is one of a national network of Local Strategic Partnerships (LSPs) that bring together public, private, voluntary and community interests to provide a strategic framework within which partners can work together more effectively to secure the economic, environmental, and social well being of Hartlepool and those who live and work there.

**Added value of the Partnership** Key achievements include:

- preparation and implementation of a Community Strategy that brings together local plans, partnerships and initiatives into one common policy framework;
- preparation and implementation a Neighbourhood Renewal Strategy that sets out actions to improve quality of life in Hartlepool's most disadvantaged areas; and
- introduction of a Performance Management Framework to review outcomes, partnership working and plan improvements.

**Main source of financing of the partnerships and its projects** The majority of the Partnership's resources € 6,500,000 comes from central government.

**Responsible organisation** Hartlepool Borough Council, [www.hartlepoolpartnership.co.uk](http://www.hartlepoolpartnership.co.uk)  
Ms. Joanne Smithson, e-mail: [joanne.smithson@hartlepool.gov.uk](mailto:joanne.smithson@hartlepool.gov.uk)  
+ 44 / 1429 / 284147



## United Kingdom

### Tower Hamlets Partnership

**Territory covered by the partnership** The Partnership covers the inner London Borough of Tower Hamlets, a local authority area of approximately 206,000 people.

**Policy areas** Local Strategic Partnership to ensure the promotion and delivery of economic, social and environmental well-being of the local authority area

**Partners** All stakeholders in the borough, including: residents, local councillors, public service providers, voluntary and community sector, faith communities, local business

**Description of the Partnership** The agreed **vision** is to improve the quality of life for everyone who lives and works in the borough and is delivered through a *Community Plan*. This is reviewed annually, and sets out specific **objectives and targets** for making Tower Hamlets, by 2010: “A Better Place for Living Safely” (reducing crime, making people feel safer, creating a more secure and cleaner environment), “... for Living Well” (improving housing, health and social care, promoting healthy living), “... for Creating and Sharing Prosperity” (bringing investment into the borough, ensuring that all residents and businesses are in a position to benefit from, and contribute to, growing economic prosperity), “... for Learning, Achievement and Leisure” (raising educational aspirations, expectations and achievement, providing the range of arts, leisure opportunities, celebrating cultural diversity), “... for Excellent Public Services” (improving public services to make sure they represent good value for money and are provided in ways that meet local needs).

There are three strands to the Partnership, all of which work together to achieve common goals, but each of which has a particular role. Eight *Local Area Partnerships* provide a framework through which residents can influence the delivery of services locally challenge performance; five *Community Plan Action Groups* bring together service providers under each of the themes of the Community Plan to identify ways of improving services delivery. The *Partnership Management Group* is a strategic group with responsibility for developing the Community Plan and Neighbourhood Renewal Strategy, and ensuring that they are delivered efficiently and targets achieved.

**Added value of the Partnership** The Partnership has ensured the delivery of significantly improved outcomes for local people in all five priority areas. A wealth of performance data confirms improved outcomes in community safety, educational attainment, economic regeneration and job creation, and standards of health and social care. Rising public satisfaction ratings confirm that local people have recognised these improvements.

**Main source of financing of the partnerships and its projects** Partnership activities are commissioned from a range of service providers, and it is a requirement that they are focused on the delivery of specific outcomes linked to our Community Plan priorities. They are funded through public service budgets and government grants.

**Responsible organisation** London Borough of Tower Hamlets, London E14 2BG, United Kingdom  
Mr. Alastair King (Head of Policy and Partnership), [alastair.king@towerhamlets.gov.uk](mailto:alastair.king@towerhamlets.gov.uk)  
Tel: +44 / 20 / 7364-4981



## **United States of America**

### **Fairfax County (Virginia)**

### **Economic Development Authority (FCEDA)**

- Territory covered by the partnership** Fairfax County is immediately south and west of Washington, DC and is the largest part of the region's economy, with more jobs than Washington (620,000). It is 400 square miles and has a population of 1.1 million. Office space in the county is 102 million square feet, the sixth largest market of any city or county in the country.
- Policy areas** The partnership is designed to enhance the economy of Fairfax County. This is done through programmes of job attraction in the USA and abroad as well as retention of existing businesses.
- Partners** The formal partnership is with the government of Fairfax County, the governing body is comprised of business representatives. Informal partners include George Mason University, Northern Virginia Community College, INOVA Hospital system, Fairfax County Chamber of Commerce, ten Chambers of Commerce in sub-markets throughout the county, county government and Northern Virginia Technology Council.
- Description of the Partnership** Of primary interest is the attraction of new jobs to the county and the expansion of existing employers in the community.
- The **mission** thus enables involvement in any effort that makes the county a better place to do business. This is primarily accomplished through advertising, public relations, press promotions, and visits to businesses around the county, the United States (US) and the globe to encourage their consideration of Fairfax County as a good location for business facilities. The FCEDA has permanent staff in London, Frankfurt, Bangalore, Tel Aviv, and Seoul to refer businesses ready to expand in to the US to Fairfax County. It is the only US city or county to do so. The FCEDA also works with venture capitalists around the US to encourage them to locate in, and fund worthy business plans in, the county. The FCEDA also works with the operators of Washington Dulles International Airport to enhance air service to the county that will make it an even better place to do business.
- Added value of the Partnership** The FCEDA has increased the job base in Fairfax County from 240,000 in 1984 to 620,000 in 2005. As a result, the real estate tax rate in Fairfax County has decreased over the same period of time from \$ 1.47 to \$ 1.00 per \$ 100 of assessed value. The current unemployment rate is 1.4 percent.
- Main source of financing of the partnerships and its projects** Funding for the FCEDA comes from the local government of Fairfax County. It is roughly \$ 7 million per annum. Private contributions for specific events (not ongoing operating expenses) range from \$ 300,000 to \$ 500,000, depending upon the year.
- Responsible organisation** The Fairfax County Economic Development Authority, [www.FairfaxCountyEDA.org](http://www.FairfaxCountyEDA.org)  
Mr. Jerry Gordon (President/CEO), e-mail: [ggordon@fceda.org](mailto:ggordon@fceda.org)  
Tel: +1 / 703 / 790-0600



**International Partnership Fair**  
**2<sup>nd</sup> Meeting of the OECD LEED Forum**  
**on Partnerships and Local Governance**



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