



OECD LEED forum on
partnerships and
local governance

forum **partnerships** 2005

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To improve governance, governments throughout the OECD have created and supported area-based partnerships. These partnerships facilitate consultation, co-operation and co-ordination. They involve a wide range of stakeholders in the development of long term strategies to guide the delivery of programmes and services in a manner consistent with local conditions. They also support the allocation of resources in a way conducive to sustainable development. They are, in short, a tool to improve governance.

The OECD LEED Forum on Partnerships and Local Governance was created in 2004 to promote an integrated approach to local development and to support area-based partnerships in optimising their contribution to local governance and to policy effectiveness. The Forum is an initiative by the Austrian government to stimulate the exchange of experience among partnerships and their members from government, business and civil society within the framework of the OECD and its Co-operative Action Programme on Local Economic and Employment Development (LEED).

This Annual Brochure provides insight into a variety of partnership models and highlights some of their work and methods. By disseminating information on the partnerships' framework and setting, their rationale, objectives and functions but also on the partnerships' efforts and results achieved to date, the Annual Brochure supports partnerships' ongoing developments and offers guidance on the establishment of new partnerships between public, private and civil society actors.

Many of the partnerships described in this document reflect sustained efforts along country- or region-wide systematic approaches to stimulating economic and social development. They witness the fact that partnership is today an important tool to improve local governance.

On behalf of the members of the Forum, I would like to thank all those who have taken an active part in the Forum activities, and notably the contributors to this compilation of partnership models.



Anette Scoppetta

OECD LEED Forum on Partnerships and Local Governance
at ZSI – Centre for Social Innovation,

Vienna, December 2005



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 approx. 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 and 2006), TEPs have been established in all Austrian Provinces 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 500,000,000 in 2004. 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 cooperation 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 Nationwide TEP-Consolidation Process, so-called "STEPS"

Timeframe 2004 – 2005

Objectives The objectives of the TEP-Consolidation Process "STEPS" are to implement the recommendations of the evaluation of the TEPs in order to further strengthen and develop the TEPs concept, to ensure TEPs function effectively, and to secure continuity beyond the funding period 2000 – 2006.

Activities The STEPs process focuses on organisational development in order to further strengthen the structure, effectiveness and efficiency of the partnerships. In the course of the process each partnership reflects on its overall function, clarifies its obligations and its limits, defines responsibilities and restrictions, develops a structured documentation of activities to specify the added value (e.g. in terms of provision of services and outputs) and improves its self-assessment mechanisms. The process is accompanied by four workshops and a virtual Internet platform. The workshops provide a forum for the exchange of information and know-how, reflection on progress and learning from each other. The virtual Internet platform was built to support ongoing communication and to document and exchange information on the achievement of TEP milestones and the overall process.

Results In the meantime the TEPs have clarified their key functions, a new documentation system has been set up and a self-assessment tool developed (intermediate results). The expected final result is the further development and the consolidation of the TEPs. In 2006, a "process handbook" will be published consisting of the documentation of the milestones achieved via the consolidation process.

Contacts

Partnership co-ordination on national / sub-regional level

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) in 1999. 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, 1150 Vienna, Linke Wienzeile 246, Austria, Anette Scoppetta, Tel.: +43 / 1 / 495 04 42 - 58, Fax: +43 / 1 / 495 04 42-40, e-mail: kooo@zsi.at, <http://www.pakte.at> and <http://www.zsi.at>

Partnership co-ordinators on 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)

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 decree on sub-regional partnerships regarding socio-economic policy development was approved. Sub-regional structures were developed combining the advisory and consultative tasks of 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 SEER is a bipartite advisory and consultative structure. Several RESOCs and SERR can combine forces within one broader acknowledged regional or provincial partnership. These partnerships are a legal body (NGO).

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, 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 bipartite 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 are labour market and economic policy development.
- Policy tools/ Instruments** The tools used include formal policy advice regarding various employment measures for the Flemish Minister 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 binding all undersigning partners.
- Legal status** NGO
- Sources of Financing** ERSVs are legal bodies supporting RESOCs and SERRs in a larger region. They receive a yearly staffing budget from the Flemish Government for their central role in advising on labour market and economy issues. They can also apply for subsidies for innovative projects. Provincial and local authorities provide additional funding.

- Results** New structures have been set up since 2005. Results from the 2004-2005 period include:
- _ Employment-committee staff members have guided over 1,000 diversity action plans in companies and organisations.
 - _ Regional centres for social economy have been 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 1000 companies. These action plans focus on the recruitment, progression and training of the target group, aiming to achieve employment equity in the economy.

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 of HR-policy aimed at the target groups (e.g. diversity plans, competency policy) and of the social economy/new local services. The target groups are in particular people with disabilities, migrant workers and elderly workers.

- Results** Results include:
- _ yearly action plans on labour market and economic policy at the sub-regional level;
 - _ a Regional Pact for economic and labour market development endorsed by all partners;
 - _ active role in stimulating diversity plans in companies (2005 objective: 410 diversity plans);
 - _ several innovative projects leading to structural adaptations in policy (e.g. introduction of family and business audit in companies); and
 - _ well-informed and supported regional actors.

Contacts

Partnership co-ordination on national / sub-regional level

At Flemish level, there will be guidance committee composed of partners at Flemish level e.g. social partners, government, ministry and VDAB and partners at sub-regional level (representatives of RESOC). A co-ordinating team is implemented in the Ministry of Employment, Miet Verhamme, e-mail: miet.verhamme@ewbl.vlaanderen.be

Partnership co-ordinators on regional / local level

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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 communicate 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.
- _ 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 on national / sub-regional level

There is an umbrella project cell Job-shops that co-ordinates and supports:
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Partnership co-ordinators on regional / local level

Please contact the above-mentioned institutions.



Bosnia and Herzegovina

Local Action Groups

Framework and setting

Geographic scale Twelve Local Action Groups (LAGs) are established in disadvantaged areas covering twelve municipalities of Bosnia and Herzegovina (Bosanska Krupa, Brcko District, Drvar, Jajce, Kljuc, Maglaj, Derventa, City of Mostar, Novi Grad, Samac, Vares and Velika Kladusa) geographically spread over two entities (Federation of Bosnia and Herzegovina and Republic of Srpska) and one Brcko district. Currently eight LAGs are based in the Federation of Bosnia and Herzegovina, three are in the Republic of Srpska, and one is located in Brcko District. The population covered by LAGs is approximately 500,000.

Policy framework Local Action Groups (LAG) were initiated in the framework of the United Nations Development Programme SUTRA II Project (Sustainable Transfer to Return Related Authorities) in April 2005. 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 (LAG) 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 Bosnia and Herzegovina, 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 Bosnia and Herzegovina 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 LAG functions. LAGs operate as the operational body for implementation of projects at the local/municipal level. 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 LAGs started to operate in April 2005 and are financed for a period of approximately 20 months. The LAGs are the continuation of “local consortia”, which have been operative since 2003. During the follow-up phase of SUTRA, the name of local consortia was changed to Local Action Groups in order to emphasise their commitment to act in more systematic and organised manner and as a step towards defining these partnerships more in line with accepted terminology.
- Partners** The LAGs include Municipal authorities, civil society organisations (NGOs) and the local business sector.
- Contracts** 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** LAGs are currently being financed by the United Nations Development Programme - SUTRA Project (Sustainable Transfer to Return Related Authorities), which is co-financed by the EC and Bosnia and Herzegovina.
- Results** 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; and all partners involved in LAGs have developed their capacities in identifying needs in the community, defining development priorities and in drafting project proposals.

Contacts

Partnership co-ordination on national / sub-regional level

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Partnership co-ordinators on regional / local level

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Canada

Pan Canadian Community Futures Group

Framework and setting

- Geographic scale** There are 268 Community Futures Development Corporations (CFDCs) covering all rural and semi-rural areas in Canada. They are private, non-profit organisations, locally driven and are financed by the Government of Canada. The population covered in Canada is 12,000,000.
- Policy framework** The primary policy framework is the Community Futures Program of the Government of Canada, which has been running since 1986. Some CFDCs already exist since 1979 and the former were financed under the LEAD Program (Local Employment Assistance Development).

Partnerships at work

- Rationale** In the late seventies, the Government of Canada experimented with a new approach to sustaining the economy of rural communities by offering local groups decision-making powers and responsibility for an investment fund and an operational budget to assist entrepreneurs to create or expand businesses in their communities. In 1985, the Community Futures Program was developed to integrate the business development services into a larger process of strategic planning in the community.
- Objectives** The CFDCs support community economic development by assisting communities to develop and diversify, and working with them to assess local problems, establish objectives, plan and implement strategies to develop human, institutional and physical infrastructures and promote entrepreneurship, employment and economy. They deliver a wide range of business, counselling and information services to small and medium-sized enterprises, provide capital and access to funds in order to assist existing businesses or to help entrepreneurs to create new businesses.
- Functions** Those partnerships are multi-functional as they, for example, develop and implement economic development strategies and plans, provide advisory services and financing assistance to businesses, initiate and support local projects, develop entrepreneurship, animate the economy, give access to technologies and provide youth entrepreneurship training.
- Policy areas** Labour market policy, community economic development, rural development
- Policy tools/ Instruments** Main policy tools and instruments used are investment funds (and the special Youth Investment Fund), entrepreneurs with disabilities and literacy programmes, Fisheries Legacy Trust, Aboriginal Business Canada, women entrepreneurship funds, capacity building programmes, social economy and micro-credit funds, technology programmes (broadband and Internet centers), rural enterprises development, youth entrepreneurship summer camps, on-line training and self-employment assistance programmes.
- Timeframe** Ongoing (first CFDCs have been created in 1979; the majority of Community Futures exist since 1986)
- Partners** The partners are all members of communities, such as, for example, elected representatives, business people, school boards, health workers, farmers, women groups and youth groups.
- Contracts** CFDCs have been private organisations for 25 years. The Government of Canada finance the CFDCs on a five year contract basis (2001 – 2006).
- Legal status** CFDCs are private non-profit organisations and are driven by an elected Board.

Sources of Financing The Government of Canada (financing the operational budget and some specific initiatives), the return on their investment funds and local or regional sources fund the partnerships.

Results In years 2003 to 2004, CFDCs supported over 30,000 businesses, made 5,700 new loans, invested 212,000,000 Canadian dollars (CAD) for a leverage of 518,000,000 CAD and contributed to create and maintain 27,000 jobs. More than 5,000 volunteers and 1,600 staff members are involved in CFDCs. The staff members can also be implicated in 50 local initiatives at the same time.

Partnerships' highlight

- Programme/Project** Project “Youth Strategy” (“Youth Strategy” is a Quebec project. The application of this initiative differs in other parts of the country).
- Timeframe** The initiative is ongoing since 1997. The Government of Canada signs three years contracts.
- Objectives** The project “Youth Strategy” has been launched to counter the migration of young people to large urban centres, to encourage the acquisition, implementation, expansion or modernisation of a business by one or more young people, to enhance young people’s employability and develop their social, cultural and economic commitment to their community.
- Activities**
- _ financial assistance;
 - _ personal loans of between 5,000 and 15,000 CAD;
 - _ 24-month interest holiday;
 - _ possibility of two-year capital repayment holiday;
 - _ possibility of two entrepreneurs applying with respect to the same project;
 - _ CFDC professionals will provide personalised assistance and rigorous follow-up.
- Results** In seven years, 3,300 youths have bought or started 2,700 businesses in Quebec regions. They have created or maintained 9,800 jobs. The loss rate for that fund is 6,7%. Less than 2% of those businesses stopped their activities each year.

Contacts

Partnership co-ordination on national / sub-regional level

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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** Partners include the 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 – 2006
- 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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France

Local Co-operation for Employment

Framework and setting

Policy framework There are four main local co-operation models established in France, which are the “Comité de Bassin d’Emploi (CBE)”, the “Maisons de l’Information sur la Formation et l’Emploi (MIFE)”, the “Espaces Ruraux Emploi Formation (EREF)” and the “Plans Locaux pour l’insertion et l’emploi (PLIE)”.

Geographic scale The Co-operations for Employment are mainly operative on a local and sub-regional level. The “Maisons de l’Information sur la Formation et l’Emploi (MIFE)” are particularly common in Rhône-Alpes, Nord-Pas-de-Calais, Pays de la Loire, Normandie and Ile-de-France.

Partnerships at work

Objectives The objectives are to support employment development in the regions (CBE and MIFE), to co-ordinate a global offer in relation to training, jobs and social inclusion for unemployed people, project holders, training institutions (EREF) and to enhance social inclusion, employment and social cohesion (PLIE).

Functions The different functions of the four local co-operation models are:

- _ defining economic strategies for the area and developing and implementing programmes/projects so as to improve the economic strategy for development (CBE);
- _ developing and implementing training projects for people of the area (MIFE);
- _ providing specific offers, such as information, orientation, individual assistance, co-ordination of training sessions, documentation, support of local project holders and associations (EREF); and
- _ co-ordinating local actors and mobilising local resources to promote social inclusion in a local action plan (PLIE).

Policy areas Labour market policy and social policy

Policy tools/ Instruments EREFs provide a local and unique structure and a wide range of activities, such as activities in the fields of employment, training and social inclusion. The PLIEs focus on social inclusion of the most vulnerable people (socially disadvantaged, disabled, excluded or long-term unemployed people) and offers individual services (training, inclusion, tackling long-term unemployment, disability issues and health and the fight against poverty). CBEs co-ordinate local actors in establishing an economic strategy for the global development of a local area and implement tools for qualification, job creation, creation of new activities and training. Individual guidance of local employed and unemployed people is offered by MIFEs through the promotion of local training programmes. The instruments used by the MIFEs include informing on local training programmes and mobilising networks for employment in the area.

Timeframe MIFEs have been operating since 1982 and EREFs since 1992. The duration of CBE is three years and the PLIE runs for five years.

Partners Local authorities are main partners of these four co-operation models in France. Additionally, social partners, civil society, unions, associations and local actors are involved in the partnerships.

Contracts In case of EREF there is a Global agreement of cooperation between partners.

Legal status Mainly, the four models are associations or are integrated in a local authority.

Sources of Financing The main source of funding is the public sector (local and regional authorities, state policies, European Social Funds).

Results In 2005, 90 CBE, 70 EREF, 200 PLIE and about 50 MIFE structures were in existence.

Contacts

Partnership co-ordination on national / sub-regional level

CBE - Comité de liaison des Bassins d'Emploi, Délégation Générale à l'Emploi et à la Formation Professionnelle, Mission Promotion de l'Emploi, 7 square Max Hymans, 75741 Paris Cedex 15, France

PLIE: Délégation Générale à l'Emploi et à la Formation Professionnelle, Mission Développement de l'Activité et de l'Insertion Professionnelle, 7 square Max Hymans, 75741 Paris Cedex 15, France

MIFE: No national or sub-regional co-ordination

EREF: Regional co-ordination ("Préfectures de région")

Partnership co-ordinators on regional / local level

For CBE please find information on www.clcbe.travail.gouv.fr



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 34 projects between September 2002 and January 2005, 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).

Contacts

Partnership co-ordination on national / sub-regional level

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Partnership co-ordinators on 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 61 partnerships operating at the regional and sub-regional level.
- Policy framework** The partnerships function in the context of either the Regional Operational Programmes (ROP) 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 main objectives of the Greek partnerships are to create a favourable environment for job creation and to prevent social exclusion associated to unemployment and discrimination. Another objective is the development of innovative methods and tools and the promotion of cooperation amongst local, regional and, occasionally, national actors.
- Functions** The functions of partnerships in Greece include the development and implementation of projects and coordination of activities, consulting and facilitating services (especially for social vulnerable groups) and the promotion of social dialogue and better governance.
- 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** No adequate data available yet.

Contacts [Partnership co-ordination on national / sub-regional level](#)

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[Partnership co-ordinators on regional / local levels](#)

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Hungary

Employment Pacts

Framework and setting

- Geographic scale** At first, Employment Pacts were established in the western part of the country covering the 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).
- Policy framework** There is an overall framework for the establishment of the pacts: the Regional Development Operational Programme. The five Employment Pacts of Western Hungary were previously supported by the Phare programme.

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 employer 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 programs 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 used are tailor-made training programmes (the Employment Pact of Szombathely, for example, builds up a modern structure for professional training in co-operation with local schools and higher education institutions and the Letenye Region Employment Pact organises adult training and re-training).
- Timeframe** The Employment Pact of Szombathely was signed in May 2004 for an indeterminate period. The Letenye Region Employment Pact is operational from August 2003 to April 2007. The Zala-KAR Region Pact was established in 2004 but the main co-operation, and implementation of joint projects, began in 2005. The Employment Pact Lövő was signed on 21 April 2004. The Employment Pact in Kemenesalja also started in 2004.
- 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** All Pacts signed partnership agreements.
- Legal status** The partnerships have no legal status (optional and voluntary participation of partners).
- Sources of Financing** The Regional Development Operational Programme (co-financed by the European Social Fund) finances the Employment Pact of Szombathely and Lövő. The Letenye Region Employment Pact also receives 100% support from public funding. The Employment Pact in Kemenesalja relies on grants and contributions from its partners, whilst the Zala-KAR Region Pact ensures its financing from applications.

- Results**
- _ Employment Pact of Szombathely: The activities of partners in terms of project applications increased to a great extent. In the last seven months, the organisational framework has also been better established.
 - _ Letenye Region Employment Pact: The situation of labour market entrants, women, disadvantaged groups, roma and entrepreneurs were explored, the employment programme established and projects implemented.
 - _ Employment Pact in Kemenesalja: A rehabilitation centre employing 20 people with disabilities has opened in Jánosháza, which is jointly funded by a number of partners. As a response to the employment and training demands of Mávécscell Ltd (one of the biggest employers in the region), the Vas County TIT, an educational association, has initiated a training program with the support of the Labour Centre of Vas County. As a result, eleven people have achieved qualifications.
 - _ Zala-KAR Region Pact: operational employment strategy was established in the last two years.
 - _ Employment Pact Lövő: A steering committee and a working group were established, the employment strategy elaborated, an exchange programme between Hungarian and Austrian VET schools implemented and three cross-border projects prepared.

Partnerships' highlight

- Programme/Project** Cross-border co-operation West-Hungary / East-Austria
- 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 and the implementation of projects.
- 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 on national / sub-regional level

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Partnership co-ordinators on regional / local level

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 Letenye Region Employment Pact: Árpádné Nagy, Kossuth u. 10, 8868 Letenye,
 Tel.: +36 / 93 / 544 970, e-mail: anrabai@hotmail.com
 Employment pact in Kemenesalja: Erdeiné Horváth Klára,
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 Zala-KAR Region Pact: István Martincsevics, Dózsa u.9, 8790 Zalaszentgrót,
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 The Cross-border Austrian-Hungarian Micro Regional Employment Pact
 Lövő/Oberpullendorf: Csaba Berzsényi, e-mail: berzsényi@lab.hu



Ireland

Area based and Community Partnerships

Framework and setting

- Geographic scale** There are 38 Area-based Partnerships (in designated areas of disadvantage), 32 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, firstly, developing and implementing programmes and projects, secondly, facilitating strategic planning and practical co-ordination at local level among the Social Partners, statutory bodies, and the community and voluntary sector, and last but not least, 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 72 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 Area Development Management Ltd (ADM), 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 2004, the LDSIP supported 118,000 adults (54% female) under measure A, 5,000 community-based projects under B, and 244,000 young people and adults under C (53% female). Under measure A, 54% were supported into education and training, 17% into employment, and 12% into self-employment. Of those supported into education and training, 46% participated in certified education and training, of whom 49% achieved certification. Less easily quantifiable benefits include increased coordination at local level, mainstreaming of innovative actions, and strengthened community participation in local decision-making.

Partnerships' highlight

Programme/Project Low-Income Smallholder Households Initiative (LISHI)

Timeframe Initiated in 1998 (the current funding envelope by NDP runs from 2000 to 2006)

Objectives LISHI aims to develop innovative models of support for the increasing number of low-income households that work on farms that are not economically viable.

Activities 30 Area-based and Community Partnerships in rural areas implement LISHI. The activities include supporting individuals to supplement farm work with additional new enterprises, assisting individuals into education, training and employment and facilitating improvements in the viability of farm enterprises. In most participating partnerships, LISHI is supported by a dedicated 'Rural Resource Worker' who acts as a facilitator.

Results Between 2002 and 2004, LISHI supported more than 5,000 people to progress in a number of ways. During 2004, 31% of initiatives under the Services for the Unemployed measure in rural areas targeted smallholder farm households.

Contacts

Partnership co-ordination on national / sub-regional level

Contact for ADM, which manages the LDSIP on behalf of the Department of Community, Rural and Gaeltacht Affairs: ADM, Lola Cooney, Holbrook House, Holles Street, Dublin 2, Ireland, Tel.: +353 / 1 / 2400700, e-mail: lcooney@adm.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, c/o Avondhu Development Group, Toni McCaul, 5-6 Park West, Mallow, Co. Cork, Ireland, e-mail: nationalcoordinator@eircom.net

Partnership co-ordinators on regional / local level

Contact details for all the local partnerships are available on the LDSIP pages of the ADM website: www.adm.ie



New Zealand

Regional Partnerships Programme

Framework and setting

- Geographic scale** The regional partnership programme covers all 26 regions of New Zealand. 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 economic 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 – MRI (up to NZD 2,000,000 per three year cycle).

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 to attempt to overcome insular development thinking and projects, and direct competition between local communities. And last but not least, 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 any major regional initiatives.

- Policy areas** Regional economic development policy

- Policy tools/ Instruments** The RPP is the main regional policy instrument in a suite of programmes that also includes the Cluster Development Programme, which aims to incentivise networking and collaboration between firms, and the Regional Polytechnic Development Fund, which addresses the necessary linkages between educational institutions and regional industries and labour markets.

- Timeframe** Ongoing
- Partners** The partners are 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 a lead agency and central government.
- Legal status** The partnership itself usually has no legal status, whereas the lead agency is already set up as a Trust, Company or other body.
- 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 changed 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 at contributing 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 2500 new jobs.

Contacts

Partnership co-ordination on national / sub-regional level

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Partnership co-ordinators on regional / local level

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Norway

Regional Partnerships

Framework and setting

- Geographic scale** All 19 counties (NUTS III level regions) are involved in several different types of partnership. There are important differences in local and regional development between the regions (particularly densely populated urban regions and sparsely populated rural regions). The population of Norway is approximately 4,600,000.
- Policy framework** Regional partnerships operate as co-ordination initiatives and were explicitly introduced as corner stones in economic policy in 2001. Partnerships are regarded as a new concept describing well-established relations between county administrations and other institutions at the regional level.

Partnerships at work

- Rationale** Economical development (particularly in sparsely populated rural areas) and cross-sectoral coordination of activities at county level are the reasons behind the creation of regional partnerships in Norway.
- Objectives** The main objectives of partnerships are to promote sustainable regional development, to facilitate co-operation between regional actors, to support local business development, entrepreneurship, innovation, infrastructure for industrial development and to strategically focus on regional (county) planning.
- Functions** Partnership functions include, for example, developing and implementing strategies, building and maintaining an effective co-operation between partners, developing, managing and implementing joint programmes and projects and coordinating funds.
- Policy areas** Labour market policy, Agriculture policy and regional economic development policy
- Policy tools/ Instruments** Main policy tools used are regional development programmes dealing with special problems or strategic opportunities (industrial, spatial), business loans and grants and research.
- Timeframe** Yearly basis
- Partners** The county council (Fylkeskommune) is the leading actor within the partnership. Other partners involved in the partnership include Innovation Norway (the state owned company operating from 1 January 2004 and replacing the Norwegian Tourist Board, the Norwegian Trade Council, The Norwegian Industrial and Regional Development Fund and the Government Consultative Office for Investors) and regional state agencies. Municipalities (Kommune) and education institutes occasionally participate in the partnerships.
- Contracts** None (contracts between partners are made only on the project level)
- Legal status** The partnerships have no legal status (the participation is voluntarily).
- Sources of Financing** The main sources of financing for the partnerships are the regional development funds and various sectoral funds.
- Results** The "Partnership Reform" started in 2003. No evaluations have yet been conducted.

Contact

Partnership co-ordination on national / sub-regional level
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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 Diagnoses" (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 Council of Ministers Resolution No. 197/97.
- 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;
 - _ 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
 - _ 114 Social Diagnosis completed by CLAS and 71 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) and dissemination and exchange of information between institutions.

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

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Partnership co-ordinators on regional / local level

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The 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 coordination 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 coordination 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 31 December 2004:
- _ number of people employed in the sector of the social economy: 225;
 - _ number of trainers trained: 60;
 - _ number of unemployed people participating in training and educational activities as part of project activities: 765;
 - _ number of Roma people participating in training and educational activities as part of project activities: 458; and
 - _ 24 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 on national / sub-regional level

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Spain (Catalonia)

Territorial Employment Pacts (TEPs)

Framework and setting

Geographic scale The TEPs are established within municipalities and districts (Comarques) of the Province of Barcelona in the Autonomous Region of Catalonia. The population of the Province is 5.1 million.

Policy framework The nineteen Catalan TEPs (Pactes Territorials) of the Province of Barcelona are implemented within the framework of the policies for economic promotion of the Diputació de Barcelona, an umbrella government organisation serving approximately 300 municipalities of the Province. The wider policy framework includes the Catalan Strategy for Employment, the National Employment Action Plan for the Kingdom of Spain and the European Employment Strategy.

Partnerships at work

Rationale The EU employment policy (launched in the mid 1990s and based on economic promotion through concerted actions at local level) was the motivation and starting point for the creation of partnerships in Catalonia.

Objectives The general objectives of partnerships are to promote integrated territorial development of employment initiatives of the separate municipalities, to facilitate social cohesion and business competitiveness and to encourage collaboration and co-ordinated planning.

Functions The TEPs' functions are developing strategies for planning and co-ordination in the respective territory, mobilising and coordinating resources available behind an agreed strategy, improving employability through training and education, ensuring equal opportunities on the labour market, promoting entrepreneurial spirit, creating and supporting new businesses, SME's and new merging areas and promoting assessment and the use of indicators for follow-up projects.

Policy areas Labour market policy, Social policy, and Economic development

Policy tools/ Instruments The main policy instruments are labour market studies, territorial diagnosis, training and education activities, and assistance to new businesses, strategic planning, financing of concerted actions for priority groups as well as mainstreaming of best practices.

Timeframe There are annual agreements signed between the partners within the mandate of the Diputació (2002 – 2005).

Partners The local municipal and district authorities, unions, employers associations, the voluntary sector and the Diputació act as partners of the TEPs.

Contracts The partnerships are governed by a contract signed between the partners and the Diputació.

Legal status No legal status; the participation is based on statements of good intention on behalf of the stakeholders.

Sources of Financing Members of the partnerships are entitled to apply for funding of particular actions from the Diputació de Barcelona and the Generalitat de Catalunya (Autonomous Government). The Diputació funds the Unit for Promotion and Development (UPD) that provides technical assistance to the partnerships.

Results There are no statistics available assessing the overall performance of the pacts. Various indicators are used and evaluations are made on the level of each action.

Partnerships' highlight

- Programme/Project** The Promotion and Development Unit (UPD): Technical assistance for the Territorial Pacts for local development and employment
- Timeframe** On a yearly basis (2002 – 2005)
- Objectives** The objectives are to encourage and support a model of co-operation at the local level, based on strategic planning, and to promote local economic development and employment.
- Activities** Technical assistance is provided to the institutional, economic and social organisations through direct support in four strategic lines of action: territorial action, training, information and methodology. UPD directly supports the territory in terms of technical assistance in order to help the partnerships in their collaboration. As regards the first strategic line of action, the “territorial action”, UPD designs programmes and projects, adapted to the needs of the territory and arising from a strategic diagnosis made of its necessities. In terms of “training” UPD designs and implements actions aimed at reinforcing the competencies of the staff in the territory, as well as stimulating exchanges of experiences between different pacts, incorporating the principles of benchmarking and bench-learning. UPD provides the Pacts with information needed to carry out their tasks of planning and executing the policies of local development (strategic line “information”) and develops tools and instruments to help the process of planning, follow-up and assessment of the Pacts (strategic line “methodology”).
- Results** The Unit employs 15 technicians amongst the 19 Pacts of the Diputació to support the work in the territory and provides 6 employees more to support the strategic lines of action established by the Unit.

Contacts

Partnership co-ordination on national / sub-regional level

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United States of America

Workforce Investment Board

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 and is in the process of being re-enacted this year. 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 WIB 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 2004 (1 July 2003 – 30 June 2004) the WIBs served via Workforce Investment Act funds 1,180,000 people (38% adults, 31% youth and dislocated workers). Additionally, 861,676 persons received 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, 71% of program exiters entered employment after programme services.

Partnerships' highlight

- Programme/Project** Demand Driven Incubator Sites. This represents an activity that many WIBs currently pursue and is a good example of what WIB partnerships can accomplish.
- Timeframe** 1 July 2004 – 30 June 2005
- 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** Program 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 on national / sub-regional 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.

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 and to advise and support.

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 to build up the network. The Forum is an activity of the OECD LEED Programme. All tasks are undertaken jointly by the ZSI (Centre for Social Innovation) and the OECD LEED Trento Centre (Italy).

Tasks of the Forum

- Building the network (identification and networking of institutions);
- Building the data base (Documentary base, Guide on successful partnership);
- Forum meetings and international partnership fair;
- Mentoring and Policy advice;
- Information exchange (Annual Brochure, Electronic newsletter, Forum Website, Electronic discussion group).



Contacts

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synopsis on main functions



Main partnership functions



AUSTRIA	Territorial Employment Pacts	The partnerships develop regional strategies with respect to employment policies, develop a joint work programme and co-ordinate and implement measures according to their objectives.
BELGIUM (FLANDERS)	RESOC and SERR	The partnerships have an advisory function on employment and economic policies and provide a forum for consultation between central partners involved in regional socio-economic development.
BELGIUM (FLANDERS)	Job-shops	Job-shops' main tasks are to provide services for job seekers and employers, to play a key role in tuning between the regional, national and European employment policies and to develop the local service economy.
BOSNIA AND HERZEGOVINA	Local Action Groups	The main tasks are to create and maintain co-operation of all stakeholders at the local level related to employment and social inclusion and to improve the integration and co-ordination of related activities.
CANADA	Regional Partnerships Programme	The partnerships develop and implement economic development strategies and plans, provide advisory services, initiate and support local projects, foster entrepreneurship and offer youth entrepreneurship training.
FINLAND	Finnish Partnerships	The functions of partnerships are to develop and implement programmes and projects, to create and maintain co-operation and networks and to act as an intermediary body and give guidance for third sector organisations.
FRANCE	Local Co-operation for Employment	The functions of the four co-operation models are to define economic strategies, to develop and implement programmes/projects (e.g. training), to co-ordinate local actors and to provide offers, such as individual assistance.
GERMANY (BERLIN)	Local Pacts for Business and Employment	The partnerships are carried out by labour market service companies and develop action plans based on results of economic and social analyses.
GREECE	Greek Partnerships	The functions of partnerships include the development and implementation of projects and coordination of activities, consulting and facilitating services and the promotion of social dialogue and better governance.
HUNGARY	Employment Pacts	Partnership functions include developing strategies, preparing programmes and assisting in the creation of projects, creating a database, preparing analysis and searching for allocating and co-ordinating funds.
IRELAND	Area based and Community Partnerships	The partnerships' functions include developing and implementing programmes and projects, facilitating strategic planning and practical co-ordination at local level and leveraging additional funds.
NEW ZEALAND	Regional Partnerships Programme	The function of each 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.
NORWAY	Regional Partnerships	Partnership functions include, for example, developing and implementing strategies, building an effective co-operation between partners, developing and implementing joint programmes and projects and coordinating funds.
PORTUGAL	Partnerships of the Social Networks Programme	The partnerships' 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.
SLOVAK REPUBLIC	Local Social Inclusion Partnerships	The functions of the partnerships are creating and maintaining co-operation of all stakeholders, improving the integration and coordination of activities, defining strategies and developing and implementing programmes/projects.
SPAIN (CATALONIA)	Territorial Employment Pacts	The TEPs' functions are developing strategies, mobilising and coordinating resources available, improving employability through training and education, promoting entrepreneurial spirit and supporting new businesses.
USA	Workforce Investment Board	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. The WIB administers grant funds.



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