

forum **partnerships** 2009

country fact-sheets

Partnerships have become an integral part of public policies in many countries all over the world and their contribution to local development in a wide variety of policy areas, be it employment, social inclusion or enterprise creation, is well recognised. More and more countries are therefore reshaping their legislation to allow for network solutions to complex problems of area-based development. As partnerships are formed according to regional and local needs (or are a local response to certain global conditions), they can provide positive and successful answers to certain problems regardless of all the differences in region, conditions, legal frameworks and funding structures. It is because of their flexible setting that the same topic e.g. social inclusion, can be found to be a key area of intervention of partnerships in so different countries as Australia and Austria.

It is therefore of vital interest to better understand the common issues of partnerships, but also to learn more about the differences and the reasons for success – and sometimes failure. The European Union, amongst others, has recognised the important contribution of partnerships and has not only widened funding possibilities within the framework of the Structural Funds but is also supporting Member State to learn from each other and to make best use of this structure. The Forum, while strongly co-operating with the European Commission and sharing results, has a different target: it is the networking partnerships themselves to help improve their performance and possibilities by drawing on their experience and facilitating exchange of this knowledge. And this has been a great success due to the information provided by partnerships and their willingness to co-operate and to share their findings with their colleagues.

What you are now reading is an overview of concrete partnership activities from many parts of the world. 35 partnership mechanisms and initiatives from 25 countries and three continents are presented here, providing at the same time structured, precise information about the individual cases and an excellent overview on the wide variety of approaches, solutions and of good practices. The “forumpartnerships2009” is intended to further spread the knowledge about the absolutely valuable contribution partnerships provide to our societies, their local economic performance and their social cohesion. And I am absolutely convinced that the last 15 years of growing partnership activities mark only the beginning of what can be done by combining the forces of public institutions, enterprises and the civil society for the benefit of all of us.



Robert Strauss

Chairman
OECD LEED Forum on Partnerships and Local Governance
August 2009



OECD LEED Forum on Partnerships and Local Governance

A world-wide network of practitioners.

Mission

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

Forum Definition

Area-based partnerships are tools to improve governance. They seek 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, social or economic development and are characterised by a multi-level, multi-sectoral and multi-dimensional approach.

Objectives

The objectives of the Forum are to stimulate learning between partnerships and facilitate the transfer of expertise and exchange of experiences; create synergies; improve the co-ordination between policies and to advise and support partnerships organisations.

Membership and Forum structure

All institutions and organisations involved in the management of area-based partnerships may become members of the Forum. Appointed delegates and national partnership co-ordinators are members of the Forum Board. The activities of the Forum are carried out by the OECD LEED Programme, its Trento Centre for Local Development (Italy), and the Forum Office Vienna at ZSI (Centre for Social Innovation, Austria). The Forum is an integral part of the OECD LEED Programme.

Forum activities

- Networking of institutions;
- Policy advice and capacity building (country reviews, seminars, study visits);
- Information exchange (Forum documentary base; handbooks, thematic brochures); and
- Annual Meeting of Forum members, international conferences and seminars.

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Australia (Victoria)

New Workforce Partnerships

Framework and setting

Geographic scale The New Workforce Partnerships (NWP) programme funds partnerships across the State of Victoria. The population covered by the New Workforce Partnerships is approximately 5.3 million people.

Policy framework New Workforce Partnerships operate in the context of Victoria's Workforce Participation Strategy "Working Victoria," which aims to promote and support higher workforce participation in Victoria to meet current and projected demands for a trained, adaptable and healthy workforce. The Strategy outlines key actions to build a stronger and more resilient workforce, including skills development and improved health, and to increase incentives and reduce barriers to work for mature-aged people, women with dependants, and people with significant barriers to employment.

Partnerships at work

Rationale Despite a buoyant economy and labour market over the five years to the end of 2008, some Victorians continued to experience persistently high unemployment. Labour force data indicates that over 300,000 Victorians who want to work are without jobs (including the unemployed and those marginally attached to the labour market). Even with a State unemployment rate of 4% to 5% over the last two years, the unemployment rate among some groups of people – such as Indigenous Victorians, people with a disability, refugees and young people – are above average. New Workforce Partnerships was established to bridge the gap between the skills and labour needs of employers and the skills and capacity of local jobseekers with barriers to employment.

Objectives The key objectives of New Workforce Partnerships are to:

- increase employment of jobseekers facing systemic barriers to employment, especially clients of other State Government support services (e.g. Youth Justice, Corrections, Mental Health, Disability, Alcohol and Drug services);
- support marginalised and vulnerable jobseekers to become "work ready" and to find employment; and
- assist Victorian employers to meet their workforce needs and assist in maintaining Victoria's competitive advantage in terms of attracting business and industry to the State.

Functions The functions of the partnerships are to identify local industry skills and labour needs, and to prepare targeted jobseekers for those opportunities through pre-employment training, skill development, and personal support as required.

Policy areas Labour market and employment policy, social inclusion

Policy tools/ Instruments Key features of New Workforce Partnerships are direct engagement of employers with workforce needs and the development of tailored responses to those needs, flexibility in the type of assistance available to prepare jobseekers for work and links to other support services (e.g. corrections, health, and housing).

Timeframe New Workforce Partnerships commenced in August 2008 and the programme's funding continues until June 2011. Majority of partnership projects are of 12-18 months duration.

Partners New Workforce Partnerships bring together employers with specific skills and labour needs, employment support services providing tailored support to jobseekers and community support services that address non-vocational barriers to employment (e.g. housing, alcohol and drug addiction, migrant/refugee settlement, correctional services).

Contracts A funding agreement is established between the State Government and the "lead" partner.

Legal status Partnerships generally have no legal status in themselves, but are auspiced by an industry body, local government body, training organisation or NGO.

Sources of Financing State Government funding is provided to establish partnerships with employers in key industry sectors. Cash and in-kind contributions are made by partners.

Results NWP builds on the success of the previous Workforce Participation Partnerships (WPP) programme, which achieved sustainable employment outcomes for over 3,300 disadvantaged jobseekers over two years (2006-2008).

Partnerships' highlight

Programme/ Project UXL Partnership Project

Timeframe February 2008 - December 2009

Objectives UXL aims to overcome significant labour market barriers and achieve sustainable employment for migrants, refugees, and public housing tenants in the Northern suburbs of Melbourne. The project also aims to assist employers to meet their needs for skilled labour, responding in particular to shortages of qualified bus drivers and related occupations.

Activities Through a partnership between Broadmeadows Employment Project and the Dysons' bus company, and with support from local government, UXL is delivering transport/logistics training tailored to local industry needs and facilitating work trials leading to on-going employment. The bus company contributes the buses used in the training course, as well as providing work experience to participants. UXL provides post employment support for both jobseekers and employers to ensure the sustainability of all placements into employment.

Results In the first year, UXL trained and placed 80 disadvantaged jobseekers into employment.

Contacts **Partnership co-ordinators at national level**

Workforce Policy and Skilled Migration, Department of Industry, Innovation and Regional Development, GPO Box 4509, 3000 Melbourne, State of Victoria, Australia, www.employment.vic.gov.au

Partnership co-ordinators at regional/local level

For contact details of local partnerships, please contact address mentioned above.



Australia (Victoria)

Regional Management Forums

Framework and setting

Geographic scale Regional Management Forums exist in each of the eight administrative regions in the State of Victoria. These regions have populations ranging from 215,000 to 1.5 million people.

Policy framework The Regional Management Forums were established in 2005 under its social policy framework “A Fairer Victoria” to facilitate collaboration between Victorian government departments and local government. The Forums are now an established part of the Victorian public sector landscape in each of Victoria’s eight regions and their mandate has been broadened to encompass social, economic and environmental issues facing the region.

Partnerships at work

Rationale The role of the Forums is to provide leadership and local flexibility to better respond to local needs. Each Forum works with regional stakeholders to identify and understand key issues that would benefit from an integrated approach to planning and service delivery. Regional Management Forums provide a mechanism for constructive dialogue between state and local government which could inform the development of whole of government priorities for the state and enable the achievement of those priorities at the regional and local levels.

Objectives Regional Management Forums aim to:

- identify and address critical social, economic and environmental issues facing the region;
- consider the strategic priorities for the region;
- encourage co-operation between state government departments and councils; and
- work with statutory authorities, businesses and local communities to set and deliver key priorities.

Functions Strategic priority setting, regional planning, implementation of strategic initiatives and projects, information sharing, networking consultation on major whole-of-government initiatives and projects, sharing lessons and building an evidence base of effective practice.

Policy areas Regional development, governance

**Policy tools/
Instruments** Improved decision-making and consultation processes; strategic priority setting; implementation of strategic initiatives and projects; sharing lessons and building an evidence base of effective practice.

Timeframe 2005 - ongoing

Partners Each Regional Management Forum has between 20 and 35 members, including the departmental Secretary for the region, representatives from State Government departments (generally regional directors or senior officers), and the chief executive officers of local government councils in the region. Some Forums include also representatives from other local organisations, such as water catchment management authorities, universities or local consultation committees.

Contracts Each Regional Management Forum has its own Terms of Reference which detail the scope of each Forum’s activities.

Legal status None

**Sources of
Financing** There is no fund directly supporting the Regional Management Forums. Regional Executive Support Officers are state public servants whose role is to provide executive support to the Forum. Forums are “championed” by departmental Secretaries.

- Results** Forums have established a collaborative relationship between state government and local governments, providing a mechanism for constructive, regular dialogue. Key advantages of the Forums are:
- direct access to departmental Secretaries;
 - better understanding of and opportunity to contribute to policy directions and processes of the Victorian Government;
 - improved information sharing and networking;
 - implementation of select initiatives across Victoria; and
 - effective governance to support integrated regional planning.

Partnerships' highlight

Programme/ Project Hume Strategy for Sustainable Communities (Hume Strategy)

Timeframe Ongoing (initiated in 2007)

- Objectives** The Hume Strategy for Sustainable Communities (Hume Strategy) is a key initiative of the Hume Regional Management Forum (Hume RMF). The Hume Strategy is based on a collaborative approach to integrating planning across the key drivers of change at the sub-regional level. The objectives of the Hume Strategy are to:
- understand the social, economic and environmental drivers, trends and changes impacting the region now and in the future;
 - explicitly respond to the fundamentals of land development, including land supply, infrastructure, service delivery, and statutory frameworks to sustainably guide growth;
 - establish a framework for managing the future growth and development of the region to sustain strong, vibrant, diverse communities;
 - identify a range of projects supporting/facilitating growth, particularly those with regional influence;
 - develop leadership capability within the region to progress development and implementation of the Regional Plan; and
 - establish information and monitoring processes to assess the progress of the region over time.

- Activities** The Hume Strategy's development includes the following five key stages: Project Establishment, Research and Analysis, Project Review, Hume Directions Statement and Draft Plan and Final Hume Strategy. The Strategy will consist of:
- a Regional Plan, which provides a cohesive framework for promoting and managing growth in the Hume Region including a vision and strategic directions for achieving common goals;
 - a set of four Sub-Regional Plans, which provide place-based responses to land-use planning and growth management issues; and
 - a set of priority actions (or investment strategies) which achieve the agreed goals for a productive, sustainable and liveable communities in Hume Region, and an evidence base with an integrated set of directions to support Government decision-making.

- Results** In August 2009, following an extensive consultation programme with community and business leaders, senior state and local government officers, Directions Statements were completed for each of the four sub regions. These will be complimented by an urban hierarchy and sustainability assessment that identifies settlement functionality and growth potential in over 100 regional centres and towns across Hume Region. The Regional and Sub Regional Plans, to be developed with reference to this strong evidence base, will be completed in March 2010.

Contacts **Partnership co-ordinators at national level**

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Partnership co-ordinators at regional/local level

Individual Regional Management Forums can be contacted via national co-ordination.



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 inhabitants). Additionally, some TEPs have been set up at local level (Nomenclature of Territorial Units for Statistics - NUTS III).

Policy framework TEPs contribute to the realisation of the objectives of the National Reform Programme for Growth and Jobs (NRP) and are in line with the European Employment Strategy. They are implemented within the Operational Programme for Employment Austria 2007-2013 priority 5 / European Social Fund - ESF (OP Employment Austria 2007-2013).

Partnerships at work

Rationale Austrian labour market and employment policy are confronted with particular challenges that cannot be addressed by individual institutions acting alone, such as the concentration of unemployment within certain groups, or gender segregation in the labour market, or strong unexpected growth of unemployment caused by external shocks. The NRP integrates the aims of macro- and micro-economic policies with employment policies to foster growth and employment. The TEPs provide the institutional framework to combine labour market policies with other policies and, hence, support the implementation of the NRP at regional level.

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. The specific aims of the TEPs are: to identify problems, ideas and objectives of all regional actors engaged in the field of employment; to allocate funds for an integrated strategy; to co-ordinate and better integrate employment measures; and to implement these measures.

Functions The TEPs develop regional strategies with respect to employment policies. They identify local and regional labour market policy needs, develop ideas and strategies and implement measures according to their objectives. All partners are involved in designing, agreeing upon and implementing a work programme.

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

Policy tools/ Instruments The TEPs use a large variety of measures and instruments to address regional and local labour market needs, such as labour foundations (Arbeitsstiftungen), qualification and training measures, social enterprises, counselling facilities, and support for business start-ups.

Timeframe In 1997, the EU-pilot programme to support Territorial Employment Pacts (1997-2000) supported the development of a number of TEPs in Austria. TEPs received first regular funding during the 2000-2006 ESF programming period and they have been established in all Austrian Provinces. Nowadays, TEPs are supported by the OP Employment Austria 2007-2013.

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 usually include the Provincial Government, Public Employment Service (PES), Federal Office of Social Affairs and 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 contracting partners, which amounted to approx. EUR 800,000,000 in 2008. For the regional and local co-ordination of each TEP additional funding of approx. EUR 200,000 p.a. is provided by the Operational Programme Employment Austria 2007-2013 (co-financed by the ESF and the Federal Ministry of Labour, Social Affairs and Consumer Protection, 46% and 54% respectively).

Results TEPs lead to positive results in terms of improving co-operation and partnership working, as well as more effective policy implementation. The 2005 evaluation of the Austrian ESF Programme shows 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 Integration of marginalised groups into the labour market (Operational Programme Employment Austria 2007-2013, Priority 3b)

Timeframe 2007 - 2013

Objectives The objective of the Priority 3b is to integrate target groups which are distant from the labour market into employment through innovative measures and projects and improved co-operation of the relevant public and private actors.

Activities The first call for proposals of projects at the interface of labour market and social policy was launched in 2007. All projects and measures needed to be based on joint analysis, and a strategy and implementation plan developed by each TEP. The projects budgets (first round) range between EUR 1 million to 9 million per TEP for a two year period and 54% of the co-financing is provided by regional means (e.g. PES, provinces, cities). A broad range of activities are implemented: preventive measures, case management, employability tests, counselling and coaching, career management, qualification, employment measures for the most difficult to reach combined with extra assistance overcoming obstacles to work.

Results At the first stakeholders' meeting in the framework of the Priority 3b learning circle (February 2009), facilitated by the nation-wide Co-ordination Unit of the TEPs, several qualitative results were already identified: project partners had an improved understanding of the target groups' needs; gaps in the support of target groups have been identified; the horizontal communication within the TEPs and the vertical communication between TEPs and NGOs managing projects has also been improved. Information on quantitative results will be available after the projects' evaluation.

Contacts **Partnership co-ordinators at national level**

The Federal Ministry of Labour, Social Affairs and Consumer Protection (BMAK) created a nation-wide TEPs Co-ordination Unit (Koo) at the Centre for Social Innovation (ZSI). Anette Scoppetta, Linke Wienzeile 246, 1150 Vienna, Austria, Tel.: +43 / 1 / 495 04 42 58, Fax: +43 / 1 / 495 04 42 40, e-mail: koo@zsi.at, www.pakte.at, www.zsi.at

Partnership co-ordinators at regional/local level

There are nine Pact co-ordinators at regional level and several at local levels:

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Belgium (Flanders)

RESOC and SERR

Framework and setting

Geographic scale In Flanders there are two types of partnerships, the Regional Socio-Economic Committees (RESOC) and the Socio-Economic Councils of the Region (SERR). They cover regions varying in size from 150,000 up to 700,000 inhabitants.

Policy framework Sub-regional Employment Committees were initiated in 1974 as advisory committees of the Public Employment Service. From 1994 onwards District-platforms (streekplatformen) were established at the sub-regional level as well, to develop and stimulate regionally focused economic development. The Sub-regional Employment Committees and the District-platforms were transformed in 2004 into new integrated regional structures (RESOC and SERR) combining the focus on economic and labour market issues. The law on sub-regional partnerships regarding socio-economic policy development gave this policy a strong legal base. In each region of Flanders RESOC and SERR structures were established for advice and consultation regarding labour market and economic policies. RESOC is a tripartite consultative committee consisting of social partners and local and provincial delegates, whilst SERR is a bipartite advisory and consultative structure assembling only delegates of social partners in the region. Several RESOCs and SERRs can combine forces within one broader regional or provincial partnership. These partnerships are a legal body and have an NGO status.

Partnerships at work

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

Objectives The main objective of Flemish RESOCs is to draw up a regional socio-economic pact every six years including strategic choices and solutions for resolving socio-economic problems in the region. In this respect RESOC stimulates innovative initiatives, gives advice on socio-economic matters, and provides a consultative framework for regional actors on labour market and economic policy development. The main objective of Flemish SERRs is to organise bipartite consultation on economic and labour market issues and to give advice on labour market policies and related measures.

Functions RESOC and SERR 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 Labour market and economic policy development

**Policy tools/
Instruments** Policy advice for the Flemish Ministers of Employment and Economic affairs (yearly action plans for training and counselling in the region, expansion of initiatives in the social economy) and providing human resources counselling and guidance by regional project developers, stimulating the implementation of a diversity policy in companies and organisations.

Timeframe There is no time limit.

Partners RESOC: local and provincial authorities, social partners, VDAB (the Flemish Public Employment Service) and NGOs, presided by local or provincial authority. SERR: regional social partners, presided by one of the members.

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

Legal status Non-governmental organisations (NGOs)

Sources of Financing ERSVs (recognised regional partnerships) are legal bodies supporting RESOCs and SERRs in a larger region. They receive a yearly staffing budget from the Flemish Government for their central advising role on labour market and economic issues and for their project-development staff. They can also apply for funding of innovative projects. Provincial and local authorities provide additional funding.

Results New structures have been set up since 2005 and results from this period include:

- project developers have stimulated and guided over 3,500 diversity action plans in companies and organisations;
- regional pacts for socio-economic policy development were developed in each RESOC;
- local employment services and local social economy have been stimulated; and
- employment policy measures have been improved and better focused on the basis of committee's advice.

Partnerships' highlight

Programme/ Project Diversity Action Plans

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 RESOCs and SERRs have been the central partners for the development and provision of guidance regarding diversity action plans in over 3,500 companies. The objective of these diversity action plans is to realise employment equity and diversity in the Flemish labour market focusing on the recruitment, progression, training and retention of members of target groups (e.g. migrant workers, disabled persons and elderly workers).

Activities Development and stimulation of an optimised HR-policy in companies and organisations by government subsidised company action-plans (diversity plans) focusing on long-term integration of target groups into the labour market.

Results Yearly action plans on labour market and economic policy at the sub-regional level; Regional Pacts for economic and labour market development endorsed by all partners; active role in stimulating diversity plans in companies (2009 and 2010 target: 750 diversity plans yearly); several innovative projects leading to structural adaptations in policy, and well-informed and supported regional actors.

Contacts **Partnership co-ordinators at national level**

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Partnership co-ordinators at regional/local level

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Belgium (Flanders)

Job-shops

Framework and setting

Geographic scale Belgium (Flanders)

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

Partnerships at work

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

Objectives The main objective is a better performing labour market. The focus lies on promoting labour market transparency by stimulating the accessibility of the various public and semi-public intermediary organisations, encouraging the job-seeker's ability to find their way to work independently and if necessary provide individual coaching. Job-shops also have a role in stimulating the local service economy.

Functions Job-shops' main tasks are to provide easily accessible services for job-seekers. Job-shops furthermore provide a full range 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-performing 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) and the VVSG (Association of Flemish Cities and Municipalities/represented by the chairman). Other partners include e.g.:

- VDAB (Vlaamse Dienst voor Arbeidsbemiddeling en Beroepsopleiding): the Flemish public employment service ensures that job seekers and employers find each other in a quick and efficient manner, and free of charge;
- RVA (Rijksdienst voor Arbeidsvoorziening): within the Belgian social security system the RVA is responsible for the management of unemployment insurance. The services provided include prevention, payment and insertion;
- PWA (Plaatselijk Werkgelegenheidsagentschap): PWA is a sub-division of the federal services dealing with unemployment benefits. PWA counsellors sell service vouchers to individuals (e.g. laundry, small paintwork), the service is then provided by the unemployed;
- GTB (Gespecialiseerde trajectbegeleiding): GTB has counsellors specialised in coaching and guidance to integrate disabled persons into the labour market;
- SLN (Steunpunt Lokale Netwerken): SLN is an umbrella organisation providing local training and project coaching; and
- Municipalities.

Contracts The job-shop partners draw up and sign contracts.

Legal status Job-shops either have the status of non-profit organisations or sign local co-operation agreements.

Sources of Financing The costs of personnel offering services are paid by his/her mother organisation. The VDAB spends part of the budget on the operational expenses of the 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 EUR 2,500 per full time equivalent in the annual operating budget.

Results Currently, 288 job-shops exist in 273 Flemish cities and municipalities.

Contacts **Partnership co-ordinators at national level**

The umbrella „project cell“ Job-shops is located at the Ministry of the Flemish Community, Agency of Work and Social Economy, Sabien Lievens, e-mail: sabine.lievens@wse.vlaanderen.be.
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Partnership co-ordinators at regional/local level

Please contact the above-mentioned institutions or visit www.werkwinkel.be.



Bosnia and Herzegovina

Local Action Groups

Framework and setting

- Geographic scale** There are three Local Action Groups (LAGs) formed by local initiatives, formally registered as LAG of Dobož region (Municipalities Dobož and Maglaj), LAG Una-Sana (Municipalities Sanski Most, Bosanska Krupa and Bužim), and LAG Group of Municipalities in North West Bosnia (Municipalities Bosanski Petrovac, Drvar, Bosansko Grahovo and Glamoč).
- Policy framework** Between 2005 and 2008, twenty-three informal local partnerships (LAGs) between local authorities, civil society organisations and the business sector were initiated through the United Nations Development Programme, SUTRA (SUTRA's main objective has been to deliver return assistance to refugees and displaced persons in a way that strengthens capacities for return that will also serve BiH's longer-term development needs). Today, based on local initiatives and supported by the UNDP, there are three formally acting Local Action Groups, registered at the Ministry of Justice of Bosnia and Herzegovina. Existing LAGs operate as a partnership of local authorities, civil society and business sectors from at least two municipalities in Bosnia and Herzegovina. Local partners are planning, proposing, financing and implementing projects for local economic development through dialog and local initiatives.

Partnerships at work

- Rationale** The return of refugees and displaced persons in Bosnia and Herzegovina to their pre-war places of residence is of the highest importance for the development of sustainable peace in the country and exercising of basic human rights. In this light, the Local Action Groups (LAGs) aim to build and strengthen the capacity of community members (including both the public sector and the civil society) to identify and manage community development needs in a sustainable way.
- Objectives** The main objective of LAGs is to mobilise human, financial and natural resources in order to develop a common strategic plan to improve the quality of life in rural and underdeveloped municipal areas. The establishment of several LAGs and its network is seen as a contribution to Bosnia and Herzegovina's 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 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 local economic and social development strategies;
 - _ developing and implementing programmes/projects and securing their sustainability;
 - _ establishing project assessment mechanisms;
 - _ evaluating project results and their impact on the strategy;
 - _ assistance in project monitoring;
 - _ providing information and publicity on small-scale projects; 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 for target groups; preparation of local development action plans; capacity building activities to increase performance and efficiency of the LAG's functions. LAGs operate as the operational body for implementation of projects at the local/municipal level. LAGs develop project proposals for their respective municipalities (including reconstruction of houses and technical infrastructure, local capacity building initiatives and measures to ensure sustainability), and co-ordinate all activities during implementation of the project.

Timeframe Ongoing

Partners Municipal authorities, civil society organisations (NGOs), local business sector

Contracts Previously established LAGs were based on signed partnership statements and operated without formal registration. Nowadays, three registered LAGs work on the basis of LAG contracts and a formal document on partnership registration (resolution on LAG registration as an association at the Ministry of Justice of Bosnia and Herzegovina).

Legal status There were twenty-three informal Local Action Groups (LAGs) formed in 2005-2008. Currently, there are three formally registered Local Action Groups: LAG Una-Sana, LAG GOZB, and LAG of Dobož region. Each LAG is registered at the Ministry of Justice and operates as a formally registered legal entity according to the Law on Associations.

Sources of Financing LAGs are currently financed by the United Nations Development Programme - SUTRA Project, which is co-financed by the European Commission and Bosnia and Herzegovina. Additional funding is provided by LAGs municipalities.

Results The first informal LAGs operated as local consortiums to implement the SUTRA Project at local level, actively taking part in beneficiary selection, reconstruction of housing and refugee return, and development of local infrastructure. Formally registered LAGs are currently providing economic assessments, identifying needs, and planning projects for the economic development of rural areas. Each of the three registered LAGs carries out activities to help localities fulfil their economic potential, ensuring in such a way that refugees and displaced persons remain in the areas which they have returned to; as well as supporting local communities in the process of adopting the European Union practices.

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. All partners of LAGs have developed their capacities in identifying needs in the community; defining development priorities; drafting project proposals; improving partnerships between the public and private sector; and making sure that municipalities take the necessary steps to measure the impact of service delivery partnerships, including obtaining feedback from citizens.

Contacts Partnership co-ordinators at national level

Website of the LAGs in Bosnia and Herzegovina: www.lag.ba
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Canada Community Futures Development Corporations

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 by CFDCs activities in Canada is 12,000,000.

Policy framework The primary policy framework is the Community Futures Programme of the Government of Canada, which has been running since 1986. Some CFDCs exist since 1979 and 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 and responsibility for an investment fund and an operational budget to assist entrepreneurs in their communities to create or expand their businesses. 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 CFDCs support community economic development by assisting communities to develop and diversify their economy through working with communities to assess local problems, establish objectives, plan and implement strategies to develop human, institutional and physical infrastructures and promote entrepreneurship, employment and economic development. They deliver a wide range of business, counselling and information services to small and medium-sized enterprises, and provide capital and access to funds to support business creation and growth. For example, CFDCs provide investment funds of three million Canadian dollars (CAD) to finance new businesses or help an existing one to grow.

Functions The 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 (e.g. the special Youth Investment Fund), entrepreneurs with disabilities, 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. The first CFDCs were created in 1979; the majority of Community Futures exist since 1986.

Partners The partners are all members of communities, such as e.g. elected representatives, business, the school board, health workers, farmers, women's groups and youth groups.

Contracts CFDCs have been private organisations for the last 30 years. The Government of Canada finances the CFDCs on a five year contract basis (2005-2010).

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 investment funds and local or regional sources fund the partnerships.

Results In 2007-2008, CFDCs supported over 30,000 businesses, made 6,000 new loans, invested 220,000,000 Canadian dollars (CAD) for a leverage of CAD 530,000,000 and contributed to the creation and maintenance of 30,000 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.

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 year contracts.

Objectives The project "Youth Strategy" has been launched to counter the migration of young people to large urban centres, to encourage the acquisition, 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 CAD 5,000 and 15,000;
- _ 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 eleven years 5,258 youths have bought or started 4,376 businesses in Quebec regions. They have created or maintained 16,608 jobs. The rate of loss for the fund is 6.5%. Less than 2% of those businesses stopped their activities each year.

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

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Canada

Greater Halifax Partnership

Framework and setting

- Geographic scale** The Greater Halifax Partnership is the economic growth organisation for Halifax, Nova Scotia, Canada. The population of Halifax is 380,000 people and the area is over 5,900 km².
- Policy framework** The Greater Halifax Partnership is a public-private model that receives funding from all three levels of government (municipal, provincial and federal) and over 150 private-sector investors. Its mandate is to help keep and grow businesses in Halifax, while attracting new investment to the area. The organisation is responsible for economic growth in Halifax and also partners with the Provincial and Federal Governments on regional economic development initiatives.

Partnership at work

- Rationale** Thirteen years ago, Halifax was in a serious state of decline. In 1996, the economic outlook was bleak. While most of North America was coming out of economic downturn, Halifax was still in recession. Key industries were in a decline and there were deep government budget cuts. In total, over 8,000 public sector jobs were eliminated from the system, which included 300,000,000 American dollars (USD) in annual payroll. Separate economic development organisations, Business and Government, did not trust each other and in fact, competed against each other. A few leaders stepped forward and proposed a public-private model, led by the private sector, where business and government would share the responsibility, accountability and cost of economic development for Halifax.
- Objectives** The main objectives of the Partnership is to grow the Halifax Economy by helping to keep and grow existing business and attracting new investment to the area. Its goals are:
- Investment: attract new investment to and encourage expansions of existing business;
 - Employment: increase the number of high-quality jobs;
 - Business Confidence: maintain and grow business confidence;
 - Community Capacity: improve capacity to respond to growth opportunities;
 - Organisational Capacity: create a dynamic and positive work environment and increase the business community's involvement and prosperity of Halifax; and
 - Consulting: work with other communities and regions to implement best practices approach to economic development.
- Functions** With a diverse makeup of services and initiatives, the Greater Halifax Partnership is committed to strengthening local, regional and international business relationships and advance Greater Halifax's economy. Activities include business retention & expansion, immigration, trade development, business recruitment, business research and building confidence.
- Policy areas** Economic development, business climate improvement
- Policy tools/ Instruments** Through the SmartBusiness Retention and Expansion initiative, the Partnership uses a comprehensive survey tool to understand business needs and areas of business climate that need improvement.
- Timeframe** The Partnership was formed in 1996.
- Partners** Local, provincial and federal governments as well as over 150 private-sector investors.
- Contracts** The Greater Halifax Partnership has service agreements with major funding organisations.
- Legal status** A private organisation, incorporated under the societies act in the Province of Nova Scotia.
- Sources of Financing** Local, provincial and federal governments as well as over 150 private-sector investors.

- Results** Since 1996, the following results have been achieved:
- creation of 45,300 jobs;
 - decrease in unemployment from 8.8% to 5.6%;
 - USD 2.17 billion growth in retail sales;
 - 88% growth in the value of commercial property;
 - 130% growth in the value of residential property; and
 - 33,813 new housing starts.

Partnership's highlight

Programme/ Project SmartBusiness Retention and Expansion

Timeframe June 2004 - present

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

Activities SmartBusiness Account Executives have been out in the community and have had over 1,800 consultations with companies to date. Account Executives have been successful in identifying and resolving issues. Issues are directed to the Action Team, a group representing 30 different organisations, for resolution. In addition to individual issue resolution, SmartBusiness's data is entered into a robust database, giving the Partnership the most accurate compilation of common business issues, allowing the Partnership to identify and work towards resolution.

- Results**
- SmartBusiness Results: 1,800 consultations; 1000+ generated referrals (90% closed referrals); and 4900 jobs created or retained;
 - Business Recruitment Success: Research In Motion - RIM (1,200 jobs over the next five years); Consolidated Fastfrate Inc (255 jobs); Olympia Capital (150 new jobs over five years); Butterfield Fund Services (400 jobs over seven years); Citco Fund Services (350 jobs over seven years); Marsh (150 jobs over six years);
 - Business Retention Success: Manulife Financial, Medmira, Air Canada Jazz;
 - Marketing & Communications Successes: Paid Publication Advertising Campaign, Award from the International Economic Development Council (IEDC) for the Halifax Region Immigration Strategy Advertising Campaign;
 - 2006 Economic Developers Association of Canada Economic Development Achievement of the Year Award for SmartBusiness Initiative; and
 - 2006 Site Location magazine Top 10 Canadian Economic Development Groups.

Contacts [Partnership co-ordinators at national level](#)

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Croatia

Local Partnerships for Employment

Framework and setting

Geographic scale The local employment development approach in Croatia was initiated by the European Union's pre-accession programmes, CARDS 2002 and CARDS 2004 (Community Assistance for Reconstruction, Development and Stabilisation). The existing co-operation of local labour market actors was strengthened by introducing more formal partnerships, so called Local Partnerships for Employment (LPEs), where local stakeholders are gathered around a common mission and vision of the local labour market. LPEs were established in eight Croatian counties as follows: Sisak-Moslavina County, Šibenik-Knin County, Vukovar-Srijem County, Zadar County, Brod-Posavina County, Karlovac County, Lika-Senj County and Požega-Slavonia County. The introduction of a newly modified and improved LPE concept for the remaining territory of Croatia is envisaged for the beginning of 2010.

Policy framework The LPEs concept contributes to the goals stated in the Strategic Development Framework 2006-2013. This key Croatian strategic document emphasises the need for "strengthening the active role of labour market institutions in the process of balancing labour force supply and demand" and supports the "decentralisation of the Croatian Employment Service (CES) and stronger local partnerships to ensure more quality responses to local problems and situations". The LPEs also contribute to one of the priorities highlighted in the National Action Plan for Employment 2005-2008, which supported the creation of local partnerships in order to create stronger connections between the world of work and education.

Partnerships at work

Rationale With their knowledge of local needs and capacities, local actors can help adapt and increase the efficiency of national employment policies, particularly if their initiatives are well co-ordinated and gathered around common partnership principles and strategy.

Objectives The main objective of the LPEs in Croatia is to provide a framework for co-ordinated work of local labour market actors aiming at improving the local economy and local labour market by developing and implementing shared local policies and strategies.

Functions The LPEs in Croatia are acting as advisory structures responsible for co-ordinating activities of different stakeholders and determining strategic directions in the local labour markets. Besides that, one of the main roles of the LPEs is to monitor the local labour market, and to develop and implement local human resource development strategies.

Policy areas Labour market and employment policy

Policy tools/ Instruments A variety of measures and instruments are used to address local employment issues, such as labour market analysis, support for business start-ups, tailor-made measures for disadvantaged groups, training, re-training, employment counselling, social entrepreneurship, job clubs and some pilot projects.

Timeframe Four LPEs were established in Croatia during the CARDS 2002 LPE project, which ran from October 2004 until April 2006. Another four LPEs were established during the CARDS 2004 LPE project, implemented from November 2005 until May 2007. Partnerships in another 13 Croatian counties will be established during the Instrument for Pre-Accession Assistance (IPA) "LPE – Phase 3" project, which is going to start in February 2010.

Partners Local labour market stakeholders represent public, private and civil sector: CES Regional and Local Offices, NGOs, employers, regional associations of employers, chambers of commerce, trade unions, regional development agencies, formal and non-formal education institutions and organisations, regional and local administration and other relevant stakeholders.

Contracts Contracts are signed between all stakeholders participating in the partnerships.

Legal status None

Sources of Financing The LPEs in eight Croatian counties were financed through the EU funded projects (CARDS 2002 and 2004) as well as by local and national authorities. The LPEs that will be established in 13 Croatian counties will be financed through IPA funds and by local authorities.

Results Human resource development strategies were developed and partially implemented through innovative pilot projects (under CARDS 2004 grant scheme and other funds) in eight Croatian counties.

Partnerships' highlight

Programme/ Project "Partnership for Scholarship", implemented by the Centre for Entrepreneurship of the Karlovac County under CARDS 2004 "Local Partnerships for Employment" - Phase 2 Grant Scheme.

Timeframe June 2007 - June 2008

Objectives The overall objectives were to promote and to increase access to employment within the local labour markets for youth in the Karlovac County, to create a new system of scholarship through a partnership between public and private sector, to better match labour supply to business sector needs and to prevent depopulation and emigration of young people from the Karlovac County. The specific objective was to create and further develop a uniform system of scholarship awards in the Karlovac County.

Activities The project initiated close collaboration between private employers and public sector by developing a uniform scholarship scheme. Employers provided information on their labour force needs and offered scholarships for secondary and university students to be educated in occupations in short supply. The regional and local government supported them by providing the same amount of scholarship as the employers.

Results This project contributed to better matching of labour market demand and supply in the Karlovac County. Smooth transition from school to job was ensured for students and employers were able to employ qualified workers, which helps to solve the problem of the labour shortages.

Contacts Partnership co-ordinators at national level

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Partnership co-ordinators at regional/local level

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Denmark

Local Employment Councils

Framework and setting

Geographic scale There are 91 Local Employment Councils (LBRs) operating in Denmark, which consists of 98 municipalities. The LBRs are established within local Job Centres (in total, 91 Job Centres and two municipalities have shared responsibility in seven Job Centres).

Policy framework The national targets and focus areas of the Job Centres are set by the Minister of Employment every year. Four governmental employment regions are responsible for monitoring the results in the Job Centres according to the national targets. Each employment region founded a regional employment council (RBR), which can recommend the minister to intervene, if the results of the Job Centres are not satisfactory.

Partnerships at work

Rationale The main priority of the national Danish employment policy is to secure a flexible labour market with low unemployment, high job mobility and no/few bottleneck-situations. Active labour market policy supports this priority by upgrading the skills of the unemployed in order to enable them to take advantages of job opportunities, while strengthening their obligation to be available for work. The local Job Centres are responsible for carrying out the active labour market policy according to the annual national targets. Coherence between the local authority (Job Centre/municipality), the social partners and local associations provides an important support to reach the desired results.

Objectives The Local Employment Councils (LBRs) advise and guide the employment programmes of municipalities (the local Job Centres), and are, as such, an important forum for partnership building between the municipality and local stakeholders.

Functions The Local Employment Councils advise the local Job Centres on improvements to be made to employment programmes. The annual employment plans of the Job Centres are submitted to the Local Employment Councils, who can make recommendations and suggestions on changes in the plan. The LBRs also play a key role in the Job Centres annual performance audit. The LBRs inform the Regional Employment Councils (RBRs) when the results of the local Job Centres are not achieved. The Local Employment Councils seek to achieve political consensus over the local Job Centres employment programmes, and initiate and implement projects dealing with specific local challenges. Many of the projects are targeting the following disadvantaged groups:

- _ young people without vocational training, who need motivation to pursue an education and/or support to complete their education; and
- _ immigrants with low skills, language barriers and a limited experience with the Danish workplace culture.

Policy areas Labour market and employment policy

**Policy tools/
Instruments** The Local Employment Councils have an advisory role in the local employment policy. The LBRs support local employment policies by monitoring and providing useful information about the local labour market and initiating dialogue and political consensus around local labour market needs and employment programmes. The state (Ministry of Employment) also provides the Local Employment Councils with a small annual budget, which can be used for local initiatives, such as local labour market analysis, information campaigns targeted at local enterprises or groups of unemployed.

Timeframe The Local Employment Councils were created in January 2007. No time limitation.

Partners The main partners of the LBRs are social partners (employers and trade unions), local municipal councils, relevant local associations and local Job Centres management.

Contracts The Local Employment Councils are established by the law, there is no contract needed.

Legal status According to the law, each Job Centre has to establish a Local Employment Council. The municipal council is responsible for establishing the Local Employment Council.

Sources of Financing Each municipality is responsible for financing expenses related to the Local Employment Council. The Ministry of Employment provides an annual budget, which the Local Employment Council can use for local initiatives.

Results The Local Employment Councils (LBRs) support co-operation of local stakeholders, improve policy integration, and build political consensus over local Job Centres' programmes.

Partnerships' highlight

Programme/ Project "Youth mentors"

Timeframe Ongoing

Objectives The project implemented, in co-operation with LBRs, by Job Centres in some of the municipalities aims to motivate young people without vocational training to begin or complete their education.

Activities The Job Centre pays a group of adult citizens to work as mentors for a group of young people with no education, living on social benefits. The young people have agreed to pursue a higher education, but they are at great risk of dropping out and returning to social benefit scheme. The young people typically come from socially deprived families, who are not able to motivate and support them to complete their education. In connection to this project, the Job Centre has also established a psychological support team, a team of psychologists available to advise and assist both the mentors and the young people.

Results None of the young people supported via "Youth mentors" have returned to social benefit schemes in the six months following the project's commencement.

Contacts **Partnership co-ordinators at national level**

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Denmark

Regional Growth Forums

Framework and setting

Geographic scale Regional Growth Forums are established in all five Danish regions (Northern Jutland, Central Jutland, Southern Denmark, Zealand, Capital Region) and additionally one Growth Forum in the regional community of Bornholm. The population covered by the Regional Growth Forums varies between the regions: approximately 40,000 in Bornholm; 700,000 inhabitants in Zealand and Northern Jutland; and 1,300,000 in Central Jutland, Southern Denmark and Capital Region.

Policy framework The Regional Growth Forums are important partners in the regional efforts of creating and maintaining growth. Each Growth Forum consists of 20 members appointed by the Regional Council. On national level, the Danish Growth Council ensures cohesion between the regional efforts and the government business development policy. The chairman of each Regional Growth Forum has a seat on the Danish Growth Council.

Partnerships at work

Rationale The rationale is to gather the most important partners within the field of regional development (e.g. private business sector) to decide on the strategic development of each region.

Objectives The main objective is to support business development and improve Danish business competitiveness in the global economy. In particular, the Growth Forums aim to:

- improve the framework conditions for business growth, international co-operation and trade;
- promote regional economic development and employment;
- strengthen public authorities' co-operation on business development; and
- stimulate co-operation between public and private sector on business development.

Functions The Growth Forums have three main functions:

- developing the Regional Business Development Strategy;
- monitoring regional and local economic trends; and
- providing recommendations on co-financing for regional business development activities (including European Structural Funds) based on the Regional Business Development Strategy and action plan.

Policy areas Regional development, business development, employment

**Policy tools/
Instruments** The Regional Growth Forums act as a stimulus for regional innovation by advising the Regional Councils on regional business development and innovation support measures and subsidies.

Timeframe The Regional Growth Forums were established in 2006 and are re-elected every four years.

Partners Representatives from the private business sector, knowledge and higher education institutions, labour market policy organisations, social partners and the municipalities and Regional Councils constitute the Regional Growth Forum. Each Regional Growth Forum has its own secretary.

Contracts Partnership Agreements on growth and business development are signed between each Regional Growth Forum and the government.

Legal status None, the Regional Growth Forums act as a committee.

**Sources of
Financing** Even though each Forum gives recommendations on the use of European Structural Funds and Regional Development Funds; the Forum itself has no funds at its disposal. The secretaries' salaries are covered by the Regional Councils.

Results In 2009, the Regional Growth Forums have a strong focus on measuring the impacts of the initiated projects.

Partnerships' highlight

**Programme/
Project** Regional Business Development Strategies

Timeframe 2007 - 2010 (in some regions: 2007 - 2012)

Objectives Each Regional Growth Forum prepared its own Regional Business Development Strategy identifying regional challenges and opportunities. They vary significantly but the areas of focus such as education, labour force, innovation, technology and entrepreneurship are common for all of them. The strategies set ambitious targets for how each region should develop.

The Regional Business Development Strategy of Northern Jutland region focuses on developing clusters in the food industry, the construction sector, healthcare, and renewable energy as well as tourism.

The region of Central Jutland creates three mega-initiatives in energy and environment (wind-energy), healthcare and the food industry.

The region of Southern Denmark supports cluster development in the food industry, transport and logistics, Mechatronics offshore business, as well as applying measures to attract and retain high-skilled workers.

The region of Zealand's objective is to strengthen innovation capacity in small and medium sized enterprises through stronger co-operation with knowledge institutions. Special attention is also given to promoting Zealand as an attractive area to live.

The Capital Region supports potential entrepreneurs, promotes business internationalisation and tourism development.

One of the challenges of the Regional Community of Bornholm, an island area, is to retain its workforce by creating new job opportunities.

Contacts **Partnership co-ordinators at national level**

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Danish Enterprise and Construction Agency, Regional Development, Vejlsovej 29, 8600 Silkeborg, Denmark, Tel: +45 / 35 / 46 60 00, email: ebst@ebst.dk, www.ebst.dk

Partnership co-ordinators at regional/local level

Region Northern Jutland: www.rn.dk/RegionalUdvikling/Vaekstforum
Region Central Jutland: www.rm.dk/regional+udvikling/v%c3%a6kstforum
Region Southern Denmark: <http://vaekstforum.regionsyddanmark.dk/wm220355>
Region Zealand: www.vfsj.dk/Sider/Default.aspx
Capital Region: www.regionh.dk/vaekstforum/Menu
Regional Community of Bornholm: www.brk.dk/brk/site.aspx?p=12901



France

Employment Houses

Framework and setting

- Geographic scale** Employment Houses (Maisons de l'Emploi), founded within "employment areas" (bassins d'emploi), cover several local government circumscriptions. „Employment areas“ are defined by the French Ministry of Social Affairs, Labour and Solidarity as the geographical space where the majority of the working population lives and works, and where companies satisfy their workforce needs. The extension of each employment area is collectively defined by partners seeking to create an Employment House.
- Policy framework** The national Social Cohesion Plan adopted in June 2004 and the Social Cohesion Planning Law introduced in January 2005 renewed the French government's approach to employment policy. Both pieces of legislation recognise the importance of local governments' actions in the promotion of employment and designate them as one of the three main pillars of the public employment service along with the State and the Public Employment Service - Employment Centre (Pôle Emploi, established in December 2008 after the fusion of the National Employment Agency, ANPE, and Associations for Industrial and Commercial Employment, ASSEDIC). In addition, this approach sought to modernise and re-organise existing employment partnership models and establish a single framework for employment development at the local level. As a result, employment centres gather employment area committees, local missions, and local plans for employment and inclusion plans under one roof and under the supervision of a single local elected official.

Partnerships at work

- Rationale** Employment Houses were created out of the will to federate local employment actors within a single structure and around a single local employment promotion strategy. As a result, Employment Houses were established as a one-stop-service for job-seekers and employers gathering state public employment services, local governments and local employment development actors and partnerships. Through a bottom-up approach, partners elaborate employment promotion strategies adapted to the needs of their territories and populations.
- Objectives** Employment Houses aim to improve information and assistance services given to job-seekers, employees and employers within a particular territory. Employment Houses seek to re-group all local initiatives, both public and private, in favour of local employment development, and allow national public employment services to become anchored at the local level.
- Functions** Employment Houses have three main functions:
- analysis, anticipation and adaptation: developing a strategy based on the analysis of the local labour market to anticipate labour market bottlenecks and putting in place adequate actions and capacity-building programmes;
 - employment access and integration: improving information and individual assistance given to job-seekers and professionals seeking to develop their careers, by optimising and co-ordinating services offered by partners; and
 - employment development and business creation: anticipating and adapting to territories' economic changes by developing employment and skills forecasting tools, and by contributing to the creation and growth of local businesses.
- Policy areas** Local employment policy
- Policy tools/ Instruments** Employment Houses are not meant to replace existing instruments, but rather facilitate their implementation by pooling together available resources and information. Partners usually adapt their instruments to Employment Houses' global strategy. Employment Houses can however put innovative and experimental instruments into service, such as labour market studies and forecasts, job-seeker and job-offer databases, professional training programmes, employment orientation and assistance programmes.

Timeframe An Employment House is established after obtaining a renewable legal consent from the National Government which is valid for a three-year period.

Partners Partnerships must include municipalities or inter-municipal bodies (intercommunalités) found within the employment area, the State, the Employment Centre (Pôle Emploi), as well as existing partnerships. However, Employment House partnerships are flexible and can include a number of additional local employment promotion actors such as regions and departments, development councils, trade unions, business associations and chambers of commerce.

Contracts Partners must either sign a private-law contract in order to create an association, or a constitutional convention to create a Public Interest Group (Groupement d'Intérêt Public) under French law. Upon their creation, Employment Houses sign multi-annual conventions with the National Government which stipulate the amount of funding to be transferred by the State.

Legal status Associations or public interest groups

Sources of Financing The State makes an initial financial contribution upon the creation of an Employment House and provides funds when multi-annual conventions are signed. Additional funding and personnel are provided by participating partners. Employment Houses can also benefit from financial support from the European Social Fund (ESF) to cover creation and operational costs.

Results The 227 Employment Houses in operation have gained important visibility and contribute to the co-ordination of employment promotion actions implemented by local employment actors. Their existence has also contributed to improving local governance for employment promotion.

Partnerships' highlight

Programme/ Project Human Resource Platforms

Timeframe Ongoing

Objectives Human resource platforms' main focus is to improve human resource management within local SMEs and micro- businesses lacking capacities in the field. The platforms offer assistance to local enterprises in recruitment procedures and human resource management.

Activities

- _ Analysing business economic models to adjust and improve human resource management practices;
- _ Offering counselling and assistance on human resource good practices;
- _ Identifying human resource management deficiencies and offering possible solutions; and
- _ Involving other Employment House partners in offering technical human resource assistance.

Results Human resource platforms succeeded at improving human resource management within enterprises who normally lack the necessary means to do so on their own. The programme has been implemented by a number of Employment Houses throughout France.

Contacts **Partnership co-ordinators at national level**

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Partnership co-ordinators at regional/local level

A complete list of Employment Houses and contact information is available on the City Employment Alliance's website www.ville-emploi.asso.fr.



France

Local Plans for Employment and Inclusion

Framework and setting

Geographic scale Local Plans for Employment and Inclusion (Plans Locaux pour l'Insertion et l'Emploi, PLIE) operate at municipal level. However, 95% of currently existing PLIEs were established by inter-municipal bodies (intercommunalités) which cover, on average, 13 municipalities. PLIEs exist predominantly within urban areas but can also be established to fight unemployment in rural zones. Rural PLIEs currently account for 20% of the total number of PLIEs.

Policy framework PLIEs were originally established in northern France in the 1990s to fight unemployment resulting from the textile and steel industry crisis. This partnership model was soon adopted by other territories, making it one of the most widespread local unemployment reduction tools in France. In 1998, the French national government integrated PLIEs into its Social Exclusion Prevention and Reduction Programme, seeking to reduce social exclusion through local employment promotion and integration of socially excluded populations into the labour market. The French Government has since incorporated PLIEs into its European Social Fund (ESF) Operational Programme under the third key area of the "Regional competitiveness and employment" objective.

Partnerships at work

Rationale PLIEs represent a collaboration platform for local employment actors to increase co-ordination of actions, competencies and available resources for employment promotion within territories. This partnership-based approach allows actors to develop a single strategy to reduce social exclusion by offering individual assistance to job-seekers. However, assistance is only offered to at-risk or already marginalised populations.

Objectives In general, the major objective of PLIEs is to reduce social exclusion through labour market integration. PLIEs offer professionally and socially excluded individuals the possibility to find a stable and long-term employment (6 months minimum). Each PLIE, however, is tailor-made to a territory and particular objectives are defined by the actors in charge of its design, based on detailed studies of local economic and social conditions. Qualitative and quantitative objectives therefore vary from one PLIE to the other.

Functions PLIEs have three main functions:

- offering individual and personalised guidance to help the unemployed find adequate pathways leading to entry into the labour market, as well as to help the employed improve their position within the labour market;
- providing support through professional employment counsellors. Counsellors help job-seekers in the definition of their professional project and offer advice on the adequate means of finding employment; and
- co-ordinating employment promotion initiatives existing within a territory, as well as the necessary funding schemes needed to implement them.

Policy areas Employment and social inclusion policy

Policy tools/ Instruments Policy tools established by PLIEs are meant to reinforce existing employment promotion instruments. Examples include: social and economic territorial studies, networking instruments for local employment development actors, role-playing activities for job-seekers, creating employment opportunity databases, organising employment fairs, and offering housing and transport solutions that facilitate labour market integration. Each PLIE establishes a team of counsellors offering professional guidance to ensure each job-seeker finds a job or an adequate professional training programme.

Timeframe There is no time limit.

Partners Founding partners must include a municipality or an inter-municipal body, the state, the region and the department. A wide number of additional partners are associated (informally) based on the nature of the projects implemented by the PLIE. PLIE partners usually work in collaboration with Local Missions for Integration (MLI), non-governmental organisations (NGOs), Public Employment Service agencies, business community representatives and chambers of commerce.

Contracts In order to establish a PLIE, partners sign an agreement of understanding detailing the PLIE's objectives and global strategy. A steering committee is then established with representatives of each level of government.

Legal status Associations, public interest groups or a municipal in-house service

Sources of Financing Funding is principally obtained from the European Social Fund (ESF), the state and local governments. PLIEs can receive additional funding from public and private sector actors such as businesses and foundations.

Results There are currently 203 PLIEs covering 5,200 municipalities and offering assistance to 150,000 job-seekers a year on average. Between 2000 and 2006, 46% of job-seekers, who received assistance from a PLIE, found a long-term employment.

Partnerships' highlight

Programme/ Project Assistance to the newly employed (Accompagnement dans l'emploi)

Timeframe Ongoing

Objectives The programme aims to ensure that long-term unemployed remain in employment after re-entering the labour market.

Activities PLIE staff offers guidance and support services to the newly employed, enabling them to keep their jobs. Services offered include finding solutions to transport, food, housing and childcare conflicts that might intervene with work activities. Counsellors seek to eliminate any factor that might lead the newly employed to leave their jobs. Counsellors meet with the employees as well as their supervisors on a regular basis to discuss the formers' evolution and adaptation to their new position. This support service lasts a maximum of six months.

Results As a result of the programme, the majority of the individuals have remained in their positions during the six month period in which they were given assistance.

Contacts **Partnership co-ordinators at national level**

City Employment Alliance (Alliance ville-emploi), 28 rue du 4 septembre, 75 002 Paris, France, Marie Pierre Establie, General Delegate, Tel. : +33 / 1 / 4312 3040, Fax : +33 / 1 / 4312 3246, e-mail: mpestablie@ville-emploi.asso.fr, www.ville-emploi.asso.fr

Partnership co-ordinators at regional/local level

A complete list of PLIES and contact information is available on the City Employment Alliance's website www.ville-emploi.asso.fr.



Germany

Local Pacts for Economy and Employment

Framework and setting

Geographic scale In Berlin, the capital city of Germany, twelve Local Pacts for Economy and Employment (BBWA) are in operation.

Policy framework The Local Pacts for Economy and Employment are implemented within the framework of the Berlin strategy “Pacts for Economy and Employment”.

Partnerships at work

Rationale Local strategies, designed with the participation of various local stakeholders, can help improve employment perspectives and 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.

Functions In line with local action strategies, each area takes an individual approach and develops its own action plan. The local bodies, so called “Co-ordinating Groups” have a responsibility for bringing together local coalitions (pacts). Members of the Co-ordinating Groups include representatives of the City of Berlin, the administration level, the business community, professional bodies, the employment agency, trade unions as well as representatives of the third sector. The partnerships are co-ordinated by the “Berlin Senate Department for Integration, Labour and Social Issues”.

Policy areas Labour market policy and economic policy

Policy tools/ Instruments Local Pacts for Economy and Employment use different tools, such as networking; co-ordination and assistance in the implementation of initiatives; and technical support in fundraising.

Timeframe The Local Pacts for Economy and Employment were established in 2000. No time limitation.

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 other educational institutions.

Contracts Agreements between local partners are informal.

Legal status None

Sources of Financing Various funding sources are used to fund BBWA projects (e.g. the City of Berlin, the German Federal Government, European Structural Funds).

Results Since 2000, coalitions of this nature have been established in all twelve districts of Berlin. They have been initiated successfully and have intensified the co-operation between various organisations. As a result, priorities have been defined collectively, new projects have been carried out and diverse activities have been initiated. New vertical and horizontal contacts have been made for future co-operation.

Contacts **Partnership co-ordinators at national level**

Berlin Senate Department for Integration, Labour and Social Issues (Senatsverwaltung für Integration, Arbeit & Soziales), Sibylle Fitzner, Oranienstraße 106, 10969 Berlin, Germany, e-mail: sibylle.fitzner@senias.berlin.de

Partnership co-ordinators at regional/local level

Each of the twelve local BBWAs can be contacted through the Berlin Senate Department for Integration, Labour and Social Issues.

Partnerships' highlight

Programme/ Project Implementation of the Berlin programme "Local Social Capital" (LSK) within the framework of the Local Pacts for Economy and Employment.

Timeframe August 2003 - ongoing

Objectives The major objective of the "Local Social Capital" programme is to support local initiatives and micro-projects.

Activities Projects' initiation and implementation, support of local organisations (e.g. informal groups, voluntary groups) and establishment of local business networks are the core activities of the "Local Social Capital" programme. The target group covered by the LSK programme include:

- youngsters without completed education;
- disabled persons,
- homeseekers;
- migrants;
- older workers;
- single parents;
- long-term unemployment; and
- recipients of different types of social benefits.

Results More than 770 projects were implemented within the framework "Local Social Capital" till end of December 2008. The list of supported projects is available on the website www.loskap-berlin.de. In addition, a publication "Local Pacts for Economy and Employment in Berlin - Project Examples 2000-2007," providing information about the objectives and activities of the Local Pacts for Economy and Employment, was issued and an international conference on "Local Alliances, Pacts and Partnerships in Labour Market and Vocational Training Policy – Approaches, Experiences, Criteria for Success" was organised by the Berlin Senate Department for Integration, Labour and Social Issues in Berlin, Germany in 2008.



Germany

“Perspective 50 Plus” - Employment Pacts for Older Workers in the Regions

Framework and setting

Geographic scale The “Perspective 50 Plus” - Employment Pacts for Older Workers in the Regions are implemented across all regions (Länder) in Germany. The population covered by the “Perspective 50 Plus” pacts is almost 75%.

Policy framework The “Perspective 50 Plus” Programme is part of the “Initiative 50 Plus” of the German Federal Ministry of Labour and Social Affairs. The employment rate of older people in Germany was over the Lisbon target of 50% in 2008 (for those aged 55+). Addressing population ageing and demographic change is a priority issue for the society and the government. The ministry has therefore implemented a specific strategy to promote more and better employment for elderly people, including both the “Perspective 50 Plus” Programme and other measures such as an increase in the pension age to 67 until 2020.

Partnerships at work

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

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

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

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

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

Timeframe The first phase was implemented from 1 October 2005 until 31 December 2007. Phase 2 has been running from 1 January 2008 until 31 December 2010.

Partners The main partners at the federal level are: the Ministry of Labour and Social Affairs, 237 Jobcentres or local district authorities, the Institute for Work, Skills and Training (Institut Arbeit und Qualifikation an der Universität Duisburg-Essen, IAQ) and the Institute for Applied Economic Research (Institut für Angewandte Wirtschaftsforschung e.V., IAW), which are responsible for the national evaluation of the programme. At the local level the main partners include small or micro-enterprises; large companies and medium-sized companies (SMEs), training providers, chambers of commerce and crafts, consultants and intermediaries, charities, church institutions, employment agencies, politicians, health insurance providers, scientific institutions and universities, and other important local stakeholders in employment issues and demographic change.

Contracts The Gsub - social business consulting mbH (Gesellschaft für soziale Unternehmensberatung mbH) has a consulting contract with the Federal Ministry of Labour and Social Affairs. The regional or local pacts contract external institutions, such as agencies, consultancies, private placement services and publicly financed third sector organisations (NGOs). Sometimes the pact sets up a public-private partnership (PPP).

Legal status Most of the 62 pacts, which were approved by the Ministry of Labour and Social Affairs in autumn 2005 after a call for proposals, have created steering committees involving the most important local and regional actors. The lead partners are the Jobcentres or local authorities in the regions, who often commission an intermediary to act as project manager.

Sources of Financing The total amount of pact financing, EUR 204,064,936 (without consulting, monitoring and evaluation costs) was provided by the Federal Ministry of Labour and Social Affairs for the first phase (2005-2007). The second phase covers a planned budget of EUR 275,000,000 for the period 2008-2010 (target: 200,000 activated long-term unemployed and 50,000 persons integrated into the labour market).

Results During the first phase (2005-2007) more than 22,000 persons with an average unemployment duration period of four years had been integrated into regular jobs. In the first phase a broad range of new instruments had been developed, such as “progressive wage subsidies”; “learning duos: young guides old”; regional employment and growth funds for demographic change; “best-agers-campaigns”, a special coaching scheme for business start-ups by older unemployed people; healthcare; housing and tourism projects.

The second phase (2008-2010) is strongly orientated to “activation” and “integration”, targeting sustainable jobs for older long-term unemployed. The new ideas developed in the first phase have been partly “mainstreamed” in the second phase. The regional pacts expanded from 93 involved Jobcentres (2005) to 237 Jobcentres (2009). By 2010, roughly 350 Jobcentres (75% of all German Jobcentres) are expected to be involved. In 2008, 19,000 unemployed older workers were integrated into regular jobs. Despite the economic and financial crisis, the first months of 2009 show the same tendency. One of the most important results so far is the simplification of administrative rules after the reduction of the number of indicators related to the global budget. The project seems to represent a new approach in the German labour market policies which may change or at least challenge the traditional, centralised system.

Contacts **Partnership co-ordinators at national level**

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Partnership co-ordinators at regional/local level

For all registered co-ordinators please visit www.perspektive50plus.de.



Greece

Greek Partnerships

Framework and setting

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

Partnerships at work

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

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

Greek partnerships focus on creating conditions for full employment, maintaining existing jobs and supporting job creation, while also targeting improved productivity, life-long learning opportunities, gender equality. Partnerships also focus on measures to support women's access to employment and ways to make this employment sustainable. Another objective is increased youth employment by offering opportunities for training, acquisition of professional experience and employment. The partnerships also aim to combat unregistered unemployment as well as discrimination against, for example, disadvantaged groups and the disabled.

Functions The functions of Greek partnerships include:

- development and implementation of projects and co-ordination of activities;
- consulting and facilitation services (especially for vulnerable groups);
- improving and upgrading employment services (Centres for the Promotion of Employment);
- promoting social dialogue and better governance;
- creation of active employment policies (e.g. Active Ageing); and
- supporting measures for the promotion of equality in employment (i.e. family and professional life balance).

Policy areas Employment and social inclusion, regional and local development, social economy, and community development

Policy tools/ Instruments Design and implementation of training programmes, support and advice for new social economy organisations, the creation of networks and social services delivery at local level.

Timeframe In Greece, the first partnerships appeared at the end of the 1980s. There were seven pilot Territorial Employment Pacts (TEPs) operating in 1997-2000. Nowadays, the majority of partnerships run within the EU operational programming period 2000-2006 and 2007-2013. However, partnerships' sustainability remains an issue in Greece.

Partners The partnerships include representatives from the local and regional authorities, social partners, educational and training organisations, actors from the social economy, representatives from SMEs and employers' associations and occasionally representatives from government bodies.

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

Legal status None

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

Results Local Employment Initiatives influence the economic and social nexus of Greek regions. The implementation of the Local Employment Initiatives supported more than 21,000 (2007 data) beneficiaries in regions affected by a high rate of unemployment.

Partnerships' highlight

Programme/ Project Integrated Project against Social Exclusion implemented by Local Partnership of Alexandroupolis. The Local Partnership of Alexandroupolis is funded by Municipality of Alexandroupolis.

Timeframe 2002 - 2008

Objectives The integrated project aimed to:

- upgrade the skills of low-skilled groups of the economically active population;
- raise public awareness of cultural characteristics in Muslim minority groups; and
- decrease inequalities within the local workforce.

Activities The following activities were carried out:

- information campaign on Municipality activities;
- support for members of Muslim community groups on a weekly basis for graduates to discuss work, family and personal concerns;
- counselling activities for Muslim community members for professional orientation and training workshops for the unemployed;
- vocational training in IT skills connected to a job offer;
- Greek language training; and
- job placement assistance in obtaining and keeping a job (STAGE Programme).

Results Helpdesk for the Muslim minority community and a website for an information campaign were created and 2,400 counselling sessions were organised. In total 120 beneficiaries participated in vocational training programmes and 23 beneficiaries kept their jobs with full employment benefits. The major reason for dropping out (mainly women) was caused by special cultural prejudices.

Contacts **Partnership co-ordinators at national level**

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Partnership co-ordinators at regional/local level

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Hungary

Territorial Employment Pacts

Framework and setting

Geographic scale The first micro-regional employment pacts were established in the western part of the country covering the following counties: Vas, Zala and Győr-Moson-Sopron. These partnerships have taken the Austrian example of Territorial Employment Pacts (TEPs) and adapted it to the Hungarian context. Today, partnerships operate at various geographical scales. Although few partnerships are operating at a regional (NUTS 2) level, most of the TEPs are still covering micro-regions (NUTS 4 level). Since Hungary has borders with new EU member states and non EU members, cross-border co-operation is becoming an important issue for Hungarian TEPs.

Policy framework The Territorial Employment Pacts (TEPs) have been established in Hungary as a European Community's "best practice" in order to tackle, in addition to national employment initiatives, high unemployment and enhance employment. By June 2009, 50 TEPs were established, all funded by various sources. The first TEPs were established within the PHARE programme (European Community assistance programme to the countries of Central and Eastern Europe). In 2004, this was followed by the Operational Programme for Regional Development (OPRD) of the first National Development Programme, Component 3.2.1. "Strengthening the local co-ordination of activities aimed at employment promotion". OPRD provided an overall framework for the creation of such partnerships (41 in total) all over the country. In addition, some TEPs were based on INTERREG financing mechanism, and some others are fully funded by own resources.

A regional network was created by the National Employment Foundation - NEF (OFA - by the Hungarian abbreviation) to co-ordinate Hungarian Territorial Employment Pacts and to provide technical support to the TEPs and local employment development projects.

In 2006, a decision was made to provide further resources for financial and professional support to established TEPs. The National Employment Foundation developed a set of criteria for long-term partnership sustainability. Through a call for proposals, based on these criteria, 19 partnership initiatives have been selected under the framework of the PAKTUM 2007 Programme, benefiting from approximately EUR 500,000 with 15% co-financing by TEPs. By summer 2008, another call for proposals was completed with a budget of approximately EUR 350,000. Currently, NEF is ready to launch the third call for proposals (budget of approximately EUR 310,000).

Under the framework of Social Renewal Operational Programme (SROP), financed by ESF 2007-2013, a call for proposals to establish new TEPs and cross-border partnerships was launched in spring 2009 with financial support amounting to EUR 30,000,000.

Partnerships at work

Rationale There was no adequate communication between various organisations working on labour market policies. It became evident that improved co-ordination and effective co-operation of local actors could help reduce high unemployment levels and limit labour out-migration from disadvantaged regions.

Objectives The objectives of the partnerships are to:

- create jobs through supporting local enterprises;
- preserve jobs by initiating training projects that meet employers' demands;
- match professional training to the needs of the economy;
- improve the chances for disadvantaged groups to find employment;
- provide career orientation and vocational training programmes for young people with a poor educational background; and support the employment of youth with a higher educational degree;
- develop local and community services; and
- promote equal opportunities (men-women).

- Functions** Partnership functions include: developing employment strategies; preparing employment programmes and assisting in the creation of employment projects; creating an employment database and an information network; supporting disadvantaged people; preparing regional employment analysis; studies and surveys; and searching for allocating and co-ordinating funds.
- Policy areas** Labour market policy, social policy and economic policy
- Policy tools/ Instruments** The major instruments include: preparation of local employment strategies; drafting projects and recommendations based on strategies; marketing; disseminating information on the role of the TEPs; background research; prior assessment; seminars, workshops, conferences, and forums to strengthen the local strategies; participation in trainings; PR activities (e.g. website).
- Timeframe** The present calls for partnership proposals supported through national resources were announced by the NEF in 2007-2008, for a possible project length of 15-24 months (until 31 March 2010). Newly established pacts under the framework of Social Renewal Operational Programme (SROP) will be supported for a 16-24 month period, running until 31 December 2011 at the latest.
- Partners** The main partners are: municipalities, regional councils, labour centres, training institutions, enterprises, employers, NGOs, associations, regional development agencies, chambers of commerce and industry, chambers of agriculture, centres for entrepreneurs, members of Parliament and minority autonomies.
- Contracts** Contracts are signed between partners.
- Legal status** TEPs have no legal status (optional and voluntary participation of partners).
- Sources of Financing** Primary sources of financing are the European Social Fund (2004-2006, 2007-2013) and national budget. Each pact receives financial support of between EUR 20,000 - 38,000.
- Results** Since the creation of the pacts, employment strategies have been prepared in many Hungarian micro-regions. The pacts help better match local labour supply and demand; new jobs and new local services have been initiated. The pacts help improve communication among partners in the field of employment.
- Contacts** **Partnership co-ordinators at national level**
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 National Employment Foundation (OFA), Gábor Szabó, Programme Manager, Bokor u. 9-11, 1037 Budapest, Hungary, Tel.: +36 / 1 / 555 2932, e-mail: szabo@ofa.hu, www.ofa.hu, www.szocialisgazdasag.hu



Ireland

Local Partnership Companies

Framework and setting

Geographic scale There are currently 52 Local Partnership Companies (“Urban Area-Based Partnerships” and “Integrated Local Development Bodies” in rural areas) and two Employment Pacts. Many of the partnerships cover whole counties or municipalities. Others cover parts of counties or municipalities. There is nearly total coverage of the country.

Policy framework The primary policy framework is the Local Development Social Inclusion Programme (LDSIP), which is part of the National Development Plan (NDP). In rural areas, the partnerships (“Integrated Local Development Bodies”) are co-funded by LEADER and the National Rural Development Programme.

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 Local Partnership Companies target the most disadvantaged areas, groups and individuals.

Functions The partnerships’ multiple functions include:

- _ developing and implementing programmes and projects;
- _ facilitating strategic planning and practical co-ordination at local level among the social partners, statutory bodies, and the community and voluntary sector; and
- _ leveraging additional funds from multiple sources.

Policy areas While actions under the LDSIP are integrated responses to the multi-dimensional nature of disadvantage, they are grouped into three measures, which are services for the unemployed (measure A), community development (measure B) and community-based youth initiatives (measure C).

Policy tools/ Instruments Representative actions include: (within measure A) employment guidance, advocacy with employers, tailored training programmes, support for new enterprises, and the Local Employment Service Network (which offers information, mediation and guidance services); (within measure B) development and pre-development work with target groups to build their capacity and organisational structures, and promotion of community participation in local development; and (within measure C) education access programmes, support for retention in school, study supports, capacity building for parents, developmental youth work.

Timeframe The first twelve Area-Based Partnerships were set up in 1991 on a pilot basis, and additional Partnerships were established during the 1990s. Between 2005 and 2009 the Government has led a restructuring process, resulting in the merger of Partnership Companies and LEADER Companies in rural areas, and extension to full national coverage.

Partners The boards of all partnerships include representatives of local communities, government bodies, the social partners and elected representatives.

Contracts All Local Partnership Companies have contracts with Pobal (formerly Area Development Management Ltd), which manages the LDSIP on behalf of the Department of Community, Rural and Gaeltacht Affairs. Boards are required to be constituted on a partnership basis.

Legal status All partnerships are companies limited by guarantee, without share capital.

Sources of Financing The primary sources are the LDSIP (as part of the National Development Plan) and in rural areas LEADER and the National Rural Development Programme. Partnerships also lever additional funds from a range of sources, such as e.g. National Government, EU, charitable foundations and businesses.

Results In 2008, the LDSIP supported 27,800 adults (54% female) under measure A, 2,300 community-based projects under B, and 61,100 young people (51% female) and adults (62% female) under measure C. Under measure A, 12,500 people were supported into education and training. Less easily quantifiable benefits include increased co-ordination at local level, mainstreaming of innovative actions, and strengthened community participation in local decision-making.

Partnerships' highlight

Programme/ Project Local Employment Service (LES)

Timeframe Piloted in the early 1990s, it was extended during the later 1990s to 24 Local Partnership Companies and two non-partnership areas.

Objectives Provision of a client-centred, one-to-one intensive adult guidance employment service for the long-term unemployed, complementing employment services delivered by FÁS (Ireland's national training and employment authority). The Local Employment Service (LES) is part of the dual stranded Public Employment Service.

Activities On an outreach basis in disadvantaged areas, the LES provides one-to-one support that includes: provision of information on education, training and job opportunities; tailored advice and guidance; and links to other relevant State and community organisations. It is organised on a network partnership basis with local stakeholders in the local community, education, training and employment sectors. In parts of the country that do not formally operate the LES, the Local Partnership Company often offers a similar service under the Local Development Social Inclusion Programme (LDSIP). LES provides its services within the National Employment Action Plan framework in disadvantage areas.

Results After gradual expansion during the 1990s, the service was mainstreamed following a Government decision in 1999 to make the service one strand of the dual National Employment Service, alongside FÁS. While the LES is now operated under contract from FÁS and receives on-going funding from it, the service continues to be implemented by the local Partnerships and is closely integrated with their other work under the LDSIP.

Contacts **Partnership co-ordinators at national level**

Contact for Pobal, which manages the LDSIP on behalf of the Department of Community, Rural and Gaeltacht Affairs: Póbal, Lola Brogan, Holbrook House, Holles Street, Dublin 2, Ireland, Tel.: +353 / 1 / 5117116, e-mail: lbrogan@pobal.ie

Partnership co-ordinators at regional/local level

Contact details for all the local partnerships companies are available on the LDSIP pages of the Pobal website: www.pobal.ie.



Latvia

Daugavpils District Partnership

Framework and setting

Geographic scale The Daugavpils District Partnership (DDP), established in 2001, is one of the first Local Action Groups (LAGs) in Latvia. The partnership operates in the southern part of Latvia and covers an area of 2,525 km² with a population of 40,000 people. The Daugavpils district borders with Russia and Byelorussia.

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

Partnership at work

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

Objectives The objective of the Daugavpils District Partnership is to reduce poverty and social exclusion by promoting sustainable rural development.

Functions

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

Policy areas Sustainable rural development, community development

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

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

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

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

Legal status The Association (a non-governmental organisation) is registered in the Commercial Registry of the Republic of Latvia on 15 April 2003 as the "Daugavpils District Partnership".

Sources of Financing The Daugavpils District Partnership uses local financial resources (donations of local municipalities and banks), external resources (development funds, bi-lateral technical assistance funds) and EU funds.

Results The Daugavpils District Partnership has gained recognition from local authorities who have accepted the notion of working with and consulting civil society organisations and the local business sector when delivering services to citizens in rural areas. Within the Daugavpils District Partnership Development Strategy, 35 local associations' development projects have been supported (total amount of support: EUR 190,940).

The main themes of the projects covered:

- improving quality of life in rural areas (training provision, exchange of experience, LAG support centres, provision of access to services in rural areas);
- adding value to local products (active participation at exhibitions and markets, marketing activities, support for purchasing equipment/devices to ensure compliance of local products with standards required by the trade, development of public/social events); and
- sustainable use of natural and cultural resources.

Partnership's highlight

Programme/ Project Daugavpils District Partnership Territory Development Strategy

Timeframe 2009 - 2013

Objectives The Partnership has elaborated the local development strategy 2009-2013 with the aim of promoting integrated rural development in the Daugavpils District through measures to improve the quality of life in rural areas, joint cross-sectoral projects between state, municipalities, business and non-governmental organisations, as well as facilitating businesses access to markets.

Activities The Daugavpils District Partnership Territory Development Strategy aims to tackle a number of serious problems identified by the partnership through regular analysis of the current situation and interviewing local rural communities and target groups. The following problems were identified: poor quality of life in rural areas; limited access to services; weak social capital; lack of co-operation between community groups; wide spectrum of socially excluded groups; low rural business activity; limited access to markets; limited adult education opportunities; ineffective use of natural and cultural resources; low purchasing power and high unemployment level.

In order to solve these problems, the Partnership has defined the following strategic priorities:

- improvement of the quality of life in rural areas;
- sustainable use of natural and cultural resources;
- business development; and
- adding value to local products.

Results No figures available yet.

Contacts **Partnership co-ordinators at national level**

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

Partnership co-ordinators at regional/local level

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



Luxembourg Local Development Partnerships for Employment

Framework and setting

Geographic scale Local Development Partnerships for Employment (Objectif Plein Emploi asbl, OPE) are formed by the Resource Centre Moulin Bestgen and 30 local not-for-profit associations (CIG - Centres d'Initiative et de Gestion / Initiative and Management Centres) associated by agreement. The network covers 53 out of 116 Luxembourg districts.

Policy framework The OPE network works to promote a solidarity-based economic development. In its commitment to sustainable local development, OPE tries to find and initiate different forms of partnership with different local actors in order to improve the quality of life of the population by supporting job creation, social cohesion and equal opportunities.

Partnerships at work

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

Objectives The major objective of Local Development Partnerships for Employment is to improve the quality of life of the population.

Functions The network provides a wide range of specialised services:

- administration;
- finance;
- communication and new information technologies;
- territorial development;
- corporate social responsibility; and
- corporate environmental responsibility.

Policy areas Services to persons and communities, reduction of the digital gap, sustainable development, promoting tourist heritage, research and development

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

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

Partners

- Local level: local councillors, associations, unions, companies and other local stakeholders interested in promoting their district's local development;
- National level: ministries, public services and economic chambers; and
- International level: universities and local development networks.

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

Legal status Non-profit organisation

**Sources of
Financing** OPE's resources are a mixture of private and public funding. The largest financial contribution comes from the government. Additional resources are allocated by the districts. OPE charges beneficiaries for some of the services provided. The profits can then in turn be invested locally.

Results Over 150 long-term projects implemented and 820 jobs created.

Partnerships' highlight

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

Timeframe Ongoing (initiated in 1997)

Objectives

- Community care services aim to extend the autonomy of elderly people;
- Web cafés are being created all over Luxembourg in order to offer access to the Internet to as many people as possible thereby reducing the digital gap; and
- Environmental teams work with the objective of preserving a safe and healthy environment for the local population as well as the local cultural heritage.

Activities

- 26 local community-based services are operating and delivering services to elderly people or people in need;
- 16 web cafés are providing free access to the Internet and offering training courses (computer software) in co-operation with the national eAgency; and
- 27 environmental teams are working in over 40 districts of the country to address local needs: maintenance of playgrounds, public parks and paths, recycling services, etc.

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

Contacts **Partnership co-ordinators at national / regional / sub-regional / local level**

Objectif Plein Emploi asbl, B.P. 12, 3801 Schiffflange, Tel.: +352 / 530445 0, Fax: +352 / 530445 510, e-mail: info@ope.lu

Romain Bieber, Managing Director, e-mail: bieber@ope.lu

Romain Binsfeld, Managing Director, e-mail: binsfeld@ope.lu



Netherlands

Labour Mobility Centres

Framework and setting

Geographic scale Labour Mobility Centres are established in 30 regions, spread over the country. The regions vary in size and suffer from different problems (e.g. some regions have large automotive industry and have thus been affected by the current crisis).

Policy framework To facilitate work-to-work transitions, local and regional co-operation is formed between sectoral regional employers, local authorities, schools, employment agencies and the Employee Insurance Schemes Implementing Body (UWV Werkbedrijf, former Centre for Work and Income). UWV is a self-governing body which works on assignment by the Ministry of Social Affairs and Employment and acts as a public employment service responsible for the implementation of labour market policies.

Partnerships at work

Rationale Mobility centres are a new instrument to improve labour mobility and flexicurity in the context of a local economic downturn. Each mobility centre analyses the level of recruitment by employers and the qualifications of jobseekers with an aim to support work-to-work transitions at the same local level.

Objectives The main objective of mobility centres is to facilitate work-to-work transitions in order to prevent unemployment by helping employees faced with redundancy to find new jobs as soon as possible or second them to another employer. The partners, both public and private, co-operate together in order to find employment measures leading people to work and further career opportunities (tailor-made solutions).

Functions The function of the mobility centres is to develop employment measures and to share good practices.

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

Policy tools/ Instruments A variety of policy tools/instruments is used: tailor-made training programmes; subsidies to re-integrate unemployed people; enhancing networks between employers; job-training programmes.

Timeframe The Labour Mobility Centres have been active since 1 March 2009 and will continue work throughout the economic crisis. Regional networks with key stakeholders (employers' representatives, education and government services) will remain active in working together on labour market issues in times of crisis as well as in times of economic growth.

Partners Local authorities, schools, employers, employment agencies and the Employee Insurance Schemes Implementing Body (UWV)

Contracts There is no contract between the partners.

Legal status None

Sources of Financing Labour Mobility Centres are supported via UWV which receives a yearly budget from the national government.

Results No results to be reported at the moment, as the Mobility Centres have only been in operation since March 2009.

Contacts [Partnership co-ordinators at national level](#)

Ministry of Social Affairs and Employment (Ministerie van Sociale Zaken en Werkgelegenheid), Maarten Dolfing, Postbus 90801, 2509 LV Den Haag, Netherlands, e-mail: mdolfing@minszw.nl

[Partnership co-ordinators at regional/local level](#)

CoördinatieCentrum Mobiliteit, R. Swillens, Project Manager, Tel: +31 / 3 / 4878 6721

Partnerships' highlight

Programme/ Project Labour Mobility Centre Emmen and Labour Mobility Centre Automotive

Timeframe Ongoing

Objectives These Mobility Centres were created in 2006 and are the predecessors of 30 recently established Labour Mobility Centres. They are good practice examples showing how public-private partnerships can be put in place quickly and efficiently. Their main objective is to facilitate work-to-work transitions. The partners (employers, UWV and local government) co-operate in order to find employment measures and to transfer workers of two big chemical companies faced with redundancy (511 people) to other job opportunities. A similar type Labour Mobility Centre Automotive was established when employees of the automobile company NedCar and suppliers were facing layoffs.

Activities Tailor-made programmes and trainings represent the major activities of these Mobility Centres.

Results The Labour Mobility Centre Emmen succeeded in placing 60% of people in a new job within six months. The Labour Mobility Centre NedCar managed to place 85% of the employees in new job (from work-to-work, without unemployment phase).



Netherlands

Worksquares / Job-shops

Framework and setting

Geographic scale There are more than 120 Worksquares / Job-shops established all over the Netherlands.

Policy framework A worksquare is a place offering a broad range of services for job seekers as well as employers. Services are provided by local governments and the Employee Insurance Schemes Implementing Body (UWV). UWV focuses on job seekers with unemployment insurance (income support and coaching for new jobs). Local governments are responsible for other job seekers (with social security income or no income). Local governments and UWV are obligated (by law) to work together in a worksquare to support all job seekers. Every jobseeker or employer is provided with an accompanying contact person, a coach. A steering committee (with representatives from the local governments and UWV) manages the activities of the worksquares and co-operation between local governments and UWV.

Partnerships at work

Rationale The aim of the worksquare is to improve the efficiency and effectiveness of services for job-seekers and employers. Working together allows for a better diagnosis at the beginning of the job-seeking process. Employers are offered integrated services.

Objectives The main objective is a better performing labour market which is achieved through individual coaching of job-seekers, encouraging their ability to be independent, and at the same time providing support to the employers to fill job vacancies.

Functions Worksquare's main tasks are to provide integrated services for job-seekers and employers and information about the local labour market needs.

Policy areas Labour market and employment policy, social inclusion

Policy tools/ Instruments Assistance to employers and job-seekers (coaching, training etc.) with staff recruitment and finding new employment.

Timeframe There is no time limit.

Partners At national level, there is a partnership created between the central government, local government organisations, UWV, employers' organisations, employee organisations and the education sector. At local level, there are partnerships between UWV, local governments, employers, schools and training institutions.

Contracts The partners of a worksquare (local governments and UWV) sign a contract where they indicate who provides which services, which targets have to be met and how co-operation is organised.

Legal status Co-operation between local governments and UWV is obligatory by law.

Sources of Financing The staff costs, as well as the costs for coaching, training and other services are paid by the mother organisation: UWV and local governments. Both organisations are publically financed (through tax revenues and insurance).

Results At the moment, 127 worksquares are established in the Netherlands. Results on how many job-seekers were successful in finding new jobs differs for each worksquare, the results are available on their websites.

Contacts [Partnership co-ordinators at national level](#)

The umbrella organisation for co-operation between local governments and UWV is AKO, Oudenoord 174, 3513 EV Utrecht, Netherlands, e-mail: info@samenvoordeklant.nl, www.samenvoordeklant.nl.

[Partnership co-ordinators at regional/local level](#)

For all Worksquares, please visit www.samenvoordeklant.nl.

Partnerships' highlight

**Programme/
Project** Worksquare Assen

Timeframe Ongoing

Objectives The Worksquare Assen is the first worksquare where co-operation between the local governments and UWV is fully implemented. The objective is that job-seekers and employers are provided with quicker and more effective services.

Activities The activities of the Worksquare Assen include teambuilding, coaching of employees, developing new ways of working, and creating mutual agreements and targets.

Results By March 2009, 3,375 people have registered for social assistance (this number is increasing due to the current economic downturn).



New Zealand Regional Partnerships

Framework and setting

Geographic scale The regions covered by New Zealand's current regional economic development policy are based primarily on Regional Council boundaries, and vary in size covering 31,000 inhabitants (in the West Coast region) to 1,300,000 inhabitants (in the Auckland region). The current population of New Zealand in total is 4,300,000.

Policy framework In 2007, New Zealand updated its regional economic development policy. This resulted in a move from 26 regions to 14 larger regions in order to increase scale and critical mass. Previously, regional economic development was delivered through the Regional Partnerships Programme, a three stage programme which provided part-funding to regional partnerships for the development of regional economic development strategies, capability building and a large scale initiative. Regional economic development policy is now delivered through the Regional Strategy Fund (RSF) and the Enterprising Partnerships Fund (EPF). The RSF was established to enable regions to improve the quality of the regional business environment (in terms of infrastructure, urban planning, regulatory functions, regional marketing, and other drivers of firm performance or productivity) through the development and implementation of broad-based regional economic development strategies. Each region is eligible for up to New Zealand Dollars (NZD) 750,000 over three years. The only exception is the Chatham Islands which are eligible for up to NZD 150,000 every three years. The EPF is a contestable fund that provides support for substantial regional partnership projects that are commercially driven, generate substantial economic benefits for the region and align with national economic goals (NZD 9.25 million available per annum).

Partnerships at work

Rationale Regions are best placed to take responsibility for their own economic development; however the necessary strategic, outward focus will not always be achieved because of the difficulties of bringing together a wide range of diverse actors. Central government recognises that types of innovative and creative processes that grow globally competitive firms are often created as a result of collaborative partnerships and networks that are established through the concentration of certain industries and associated institutions in certain locations. Central government therefore has an interest in facilitating and building on these relationships and due to its size and scale, it is well placed to help facilitate this activity. New Zealand's previous policy framework, the Regional Partnerships Programme, was successful in building collaborative regional economic development partnerships and enhancing their ability to think and plan strategically, but those partnerships lacked the size and scale required for regional development outcomes. The new policy framework addresses this issue by moving to a new regional formation (transition from 26 regions to 14). Funding is available for regional (or joint regional) activities such as the development, implementation and maintenance of strategies and the associated action plans, and the new policy framework encourages regions to involve all relevant government and non-government stakeholders in these processes.

Objectives

- Support the implementation of actions from a region's regional economic development strategy;
- Support the development, attraction and retention of globally competitive firms; and
- Encourage cross region collaboration (working with other regions) on areas of strategy where there are common interests and to avoid duplication of activities.

Functions The function of each regional partnership is to develop regional economic development strategies that:

- reflect the full range of opportunities and activities that will contribute to the achievement of their economic goals and priorities;
- involve all relevant government and non-government stakeholders and utilise existing resources, skills and expertise;
- reinforce appropriate regional governance structures for long-term regional economic development; and
- take into account the Government's broader national economic goals, strategies and priorities.

- Policy areas** Regional economic development policy
- Policy tools/ Instruments** The approaches used by regional partnerships vary across regions. All regions develop a strategy and other common activities include conducting feasibility studies and business cases for potential projects or programmes. Support is available to partners through New Zealand Trade and Enterprise, the Ministry of Social Development and the Department of Labour.
- Timeframe** Ongoing
- Partners** Representatives of business and industry, regional and district/city councils, economic development agencies, chambers of commerce and Iwi (Maori tribal groups)
- Contracts** Each partnership is made up of a regional governance group representing all partners. Contracts for specific projects are made between an administrative agency in the region and central government.
- Legal status** The partnership itself has usually no legal status, whereas the administrative agency must be a legal entity with financial systems and controls in place to manage government funding.
- Sources of Financing** Central government is generally the primary provider of funds for the development and implementation of regional economic development strategies. Regions are required to contribute a minimum of 20% of the value of each Regional Strategy Fund (RSF) project and 30% of the value of each Enterprising Partnerships Fund (EPF) project. Co-funding is consistent with the partnership principle; it encourages commitment from applicants and an improved understanding of the value of assistance, and ensures that the applicant/industry is sufficiently convinced of the merits of the project(s). It also acts as a check for keeping regional initiatives in line with priorities of local communities.
- Results** It is too early to accurately measure the results of the refreshed policy framework. So far, 13 regions have applied for funding under the Regional Strategy Fund (RSF) to either develop their regional economic development strategy or implement particular projects. Three regional partnerships have applied for funding under the Enterprising Partnerships Fund (EPF) with two projects funded.

Contacts **Partnership co-ordinators at national level**

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

Partnership co-ordinators at regional/local level

New Zealand Trade and Enterprise, PO Box 2878, Wellington, New Zealand, Tel.: +64 / 4 / 816 8100, Fax: +64 / 4 / 816 8101, www.nzte.govt.nz



Poland

Employment Pact

Framework and setting

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

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

Partnership at work

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

Objectives The agreed objectives of the pact are:

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

Functions

- Developing and implementing employment projects;
- Designing training courses and workshops;
- creating and maintaining co-operation between the pact's partners; and
- Promoting the idea of partnership in local communities.

Policy areas Labour market policy, social policy and social economy

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

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

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

Contracts All partners signed the partnership agreement.

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

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

- Results**
- Development and implementation of nine “Leonardo da Vinci” projects dedicated to labour market entrants, people without qualifications or job experience (in total 260 people were supported);
 - Development of seven ESF projects focusing on long-term unemployed and women who want to set up their own business;
 - Training of small and medium entrepreneurs;
 - Training of partners focusing on Structural Funds and the implementation and management of projects;
 - Exchanges of experience among partners;
 - Two international conferences on tackling unemployment; and
 - International exchange of experience on effective ways of fighting unemployment.

Contacts **Partnership co-ordinators at national level**

There is no national partnership co-ordinator as yet.

Partnership co-ordinators at regional/local level

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



Portugal

Partnerships of the Social Network Programme

Framework and setting

Geographic scale Partnerships established under the Social Network Programme (SNP) operate at municipal level. The SNP is being implemented in 278 Portuguese continental municipalities (population: approx. 10,000,000).

Policy framework A whole new generation of social policies aimed 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 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 diagnosis of the social situation, the promotion of co-ordinated intervention in municipalities and parishes, the search for solutions to problems/needs of families and persons in situations of poverty and social exclusion and the promotion and dissemination of information regarding the situation in municipalities.

Functions The Social Networks are formal discussion fora or structures. In these fora the social problems of the local territories are discussed, partners define the priorities of the intervention and approve both "Social Diagnosis" 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 social action)

Policy tools/ Instruments Partnerships' tools include e.g. "Social Diagnosis" (identifying the principal problems at a local level and the priorities for intervention) and "Social Development Plans" (including the principal areas of intervention, such as employment, social action, health, access to the services and education access).

Timeframe Ongoing

Partners Partners include local governments (municipalities), local public services, private non-profit solidarity organisations, representatives of social groups, Local Social Work Councils and the Parish Welfare Boards.

Contracts All partnerships have internal or functional rules which govern the establishment of agreements between the partners.

Legal status The SNP partnerships legal status is based on the new Law No. 115/2006, which came into force on 14 June 2006.

Sources of Financing The main sources of financing are the Annual State Budget, the municipalities and other local partners. Social Development Local Contracts (CLDS) are supported via European Social Fund (ESF).

- Results**
- Increased inter-institutional contacts, recognition and interaction between partners;
 - Streamlining of social work;
 - Testing of co-ordination models between partners at local levels, encouraging a more transparent and open attitude on the part of institutions;
 - Introduction of joint strategic planning processes for specific territories in the area;
 - Better and more systematic knowledge regarding the municipalities; and
 - 271 Social Diagnosis completed by CLAS, 263 Development Plans and 260 Action Plans prepared and currently being implemented.

Partnerships' highlight

Programme/ Project Social Development Local Contracts (CLDS)

Timeframe 2008 - ongoing

Objectives In order to finance the implementation of Action Plans of the Social Network Programme partnerships, a special programme - Social Development Local Contracts (CLDS) was developed. The major goals of CLDS are to:

- innovate in strategies against poverty and social exclusion in the given territory; and to
- promote citizen's social inclusion in a multi-sectoral and integrated way through partnership working.

Activities CLDS intervene in socially deprived territories through projects working with population in order to promote employability, professional training, social and parental skills and active citizenship. The target population is living in more vulnerable areas where the Partnerships of the Social Networks work with CLDS Technical teams, and benefit from this financing (up to 36 months). CLDS Action Plans are developed by a local team and require a maximum of three entities per municipality.

Results In December 2008, there were a total of 19 CLDS in progress and it is anticipated that by the end of 2009, 60 new CLDS will be established.

Contacts **Partnership co-ordinators at national level**

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Russian Federation

“Perspectiva”

Framework and setting

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

Policy framework “Perspectiva” was formed with support from a joint programme of the Russian Federation’s Ministry of Labour and Social Development and the EU’s TACIS programme.

Partnership at work

Rationale The partnership’s focus is on increasing the effectiveness of institutional co-operation among the main stakeholders in order to improve the demand-supply equilibrium within the local labour market.

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

Functions The functions of the partnership are to:

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

Policy areas Labour market policy and local development

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

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

Partners Local authorities, banks, local training institutions, employers

Contracts The partnership is governed by “the Charter of the non-commercial partnership Perspectiva” which is signed by all partnership members.

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

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

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

Partnership's highlight

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

Local Employment Councils

Framework and setting

Geographic scale The Autonomous Province of Vojvodina (with approx. two million inhabitants) is divided into seven administrative counties with three to twelve municipalities/towns. In the first half of 2009, there were 33 Local Employment Councils (LECs) established in out of total 45 municipalities/towns in Vojvodina. The Provincial Employment Council was constituted in April 2009.

Policy framework In Republic of Serbia, the establishment of the employment councils is foreseen by the Law on Employment and Insurance. The employment council is established at national level (obligatory), and can also be established at province and municipal level, as well as by groups of municipalities (recommended).

Partnerships at work

Rationale The process of privatisation of state-owned enterprises, and transition to the market economy was accompanied by a high increase of unemployment rate being, for a long period, one of the biggest economic and social problems in Serbia. Through the establishment of LECs and setting up of partnership relations, the municipalities/towns have been given the opportunity to bring programmes and take measures to tackle unemployment and create new jobs in their territory, in accordance with local needs and possibilities.

Objectives The objectives of the Local Employment Councils (LECs) include:

- recognising and strengthening the capacities of social partners and establishing the social dialogue with the aim to improve the community development and provision of additional funds in order to increase competitiveness and added value;
- analysing local labour market, identifying problems and developing new ideas;
- elaborating programmes and measures to increase employment at the level of municipality/town and their formalisation through the Local Employment Action Plans;
- contributing to the implementation of the National Employment Strategy and harmonising local employment policy with the other policies;
- establishing adequate business environment, stimulating entrepreneurship and small- and medium-sized enterprises development, as well as creating conditions for new jobs;
- human resource development and matching skills provision with the needs of employers;
- implementing measures to tackle unemployment, especially for disadvantaged groups.

Functions LECs have an advisory function and provide opinions and recommendations to the competent local self-government authority in relation to drafting an active employment policy programme, organising public works, additional qualification and trainings and employment fairs, allocation of subsidies for self-employment or creating new jobs. LECs are managing funds and allocation of funds from the budget of local self-government for the employment policy measures which are not being financed from other sources, including international projects or grants. The implementation of the active employment policy programme is carried out through the infrastructure of the National Employment Service (NES).

Policy areas Employment policy and local labour market, economic development, social responsibility and education

Policy tools/ Instruments LECs define priorities and goals of the local employment policy, analyse weaknesses and define development possibilities, integrate isolated initiatives and employment programmes, and stimulate social dialogue.

Timeframe First LECs were created in 2005.

Partners LECs are composed of the representatives of local self-government, National Employment Service (NES), trade unions, employers' associations, chamber of commerce, agency for SMEs development, employment agency and other employment and education associations and experts. In addition, associations dealing with protection of interests of certain categories of the unemployed can be also involved (e.g. persons with disabilities, ethnic minorities, women, youth etc.).

Contracts There is no formal contract between the partners, but in some cases, there are co-operation agreements signed between individual municipality/town and NES.

Legal status None. LEC is an advisory working body with its own rules of procedure. LEC is established through the “Decision on the establishment of LEC” and “Decision on appointment of members”, and approved by the assembly or mayor of the respective municipality/town.

Sources of Financing LECs do not have own financial resources. Funds for financing the employment programme are provided by the NES and/or local self-government and/or partners. Mutual relationships in the financing structure vary from one case to another.

- Results**
- _ Recognition of needs for joint partnership work;
 - _ Establishment of trust and improvement of co-operation between the partners in LECs;
 - _ Creation of more favourable economic environment;
 - _ Improved stakeholders participation in solving unemployment problems in own territory;
 - _ More efficient implementation of national active labour market policy measures and provision of funds for these purposes.

Contacts **Partnership co-ordinators at national level**

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Partnership co-ordinators at regional/local level

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Slovak Republic

Local Social Inclusion Partnerships

Framework and setting

Geographic scale 29 Partnerships are established in six regions of Slovakia (Banská Bystrica, Košice, Prešov, Nitra, Žilina, Trenčín).

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 state agencies, municipalities, representatives of the community and individuals. LSIPs nominate their steering committee members. Social Inclusion Action Plans are prepared as part of the LSIPs.

Partnerships at work

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

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

Functions The functions of the partnerships are:

- creating and maintaining co-operation of all stakeholders at local level related to employment and social inclusion;
- improving the integration and co-ordination of activities leading to social inclusion and increasing the rate of employment;
- defining strategies for the economic and social development of the respective territories;
- developing and implementing programmes/projects and securing their sustainability;
- establishing mechanisms for project assessment;
- 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 to target groups, supporting the development of local employment and job creation services, 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, 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 In general, LSIPs 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 employees implementing social inclusion and policy measures in public and private sector, employees of public administration, 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 March 2009:

- 39 strategic documents for social inclusion and employment on regional and local area; and
- 21 new action plans for employment in local and micro regional areas.

Partnerships' highlight

Programme/ Project Project of the Local Social Inclusion Partnership in the sub-region of Šariš

Timeframe Ongoing (initiated in 2004)

Objectives The project aims to increase social inclusion and the rate of employment in the sub-region of Šariš (districts of Prešov and Sabinov).

Activities

- Assistance in projects' preparation and implementation focusing on improvement of living conditions of target groups and on poverty elimination;
- Implementation and support of social inclusion projects;
- Assistance with preparation of strategic documents, action plans and community plans;
- Counselling and consulting; and
- Technical assistance (project management, co-ordination of project activities etc.).

Results The main results include the following:

- creation of strategic and action plans for social inclusion and employment in the sub-region of Šariš;
- preparation and publication of “Manual for community planning”;
- accreditation by the Ministry of Education of the course “Community planning of social services”; and
- assistance in development of four community plans.

Contacts **Partnership co-ordinators at national level**

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Spain (Catalonia)

Territorial Employment Pacts

Framework and setting

Geographic scale Municipalities and Counties (Comarques) of the Province of Barcelona in the Region of Catalonia. The population of the Province is 5.4 million.

Policy framework The nineteen Territorial Employment Pacts (TEPs) of the Province of Barcelona are implemented within the framework of the economic development policies of the Diputació de Barcelona, an intermediate local government serving 310 municipalities of the Province of Barcelona (all except the City of Barcelona). 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 the local level) was the motivating and starting point for the creation of partnerships in Catalonia.

Objectives The general objectives of partnerships are to:

- promote integrated territorial development of the active employment initiatives of the separate municipalities;
- facilitate social cohesion and business competitiveness; and
- encourage collaboration and co-ordinated planning.

Functions The functions of TEPs Catalonia include the following:

- developing strategies for planning and co-ordination in the respective territory;
- mobilising and co-ordinating resources available on the basis of an agreed strategy;
- improving employability through training and education;
- ensuring equal opportunities on the labour market;
- promoting entrepreneurial spirit;
- creating and supporting new businesses, SMEs and new emerging areas; and
- promoting assessment and use of indicators for project monitoring.

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

Policy tools/ Instruments TEPs use different policy instruments, such as labour market studies; territorial diagnosis; training and education activities; local employment services network; assistance to new businesses; strategic planning; financing of concerted actions for priority groups; diffusion of best practices.

Timeframe There are annual agreements signed between the partners since 2000.

Partners Local municipal and county authorities, unions, employers associations, third sector, the Diputació

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 cosignatories.

Sources of Financing There is no independent funding. Members of the partnerships are entitled to apply for funding of particular actions from the Diputació de Barcelona, the Generalitat de Catalunya (Regional Government) and others.

Results TEPs have fostered partnerships in the entire Province. Most of the municipalities and counties had never had a place where to discuss employment strategies and policies with relevant stakeholders. The employment partnerships have enhanced local services as they have promoted networking and co-operation, a crucial issue in a Province with more than 200 municipalities (with less than 5,000 inhabitants each).

Partnerships' highlight

Programme/ Project Support to creation of Local Economic Development Agencies

Timeframe 2006 - 2011

Objectives Providing a management model of local economy development that is more efficient and has a major impact on the territory.

- Activities**
- _ Presentation and dissemination of the general agency model: local presentation, dissemination conferences, benchmarking trip;
 - _ Technical assistance in setting-up and viability studies;
 - _ Economic assistance in setting up and economic support programme for agencies;
 - _ Support in the process of selecting and training agency CEOs;
 - _ Priority access to programmes, services and instruments of the Diputació de Barcelona; programmes, services and instruments co-ordinated with the Regional Government and with other entities;
 - _ Participation in national and international projects and networks;
 - _ Services and tools to strengthen the empowerment of the agencies; and
 - _ Services and instruments for monitoring, evaluation and quality control.

Results The expected goal is to have between eight and ten agencies operative by 2011. In 2006-2007, there was a pilot project implemented with five TEPs and two of them adopted the agency scheme. In 2008-2009, two more agencies have been set up.

Contacts **Partnership co-ordinators at national level**

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Sweden

Structural Fund Partnerships

Framework and setting

Geographic scale There are eight Structural Fund Partnerships (SFPs) in operation established within each European Regional Development Fund (ERDF) programme area at the NUTS 2 level (Nomenclature of Territorial Units for Statistics) and corresponding area for the regional plan of the national European Social Fund (ESF) programme. SFPs cover counties in Sweden as follows: Övre Norrland (Norrbottnen and Västerbotten counties); Mellersta Norrland (Jämtland and Västernorrland counties); Norra Mellansverige (Gävleborg, Dalarna and Värmland counties); Stockholm (Stockholm County); Östra Mellansverige (Uppsala, Södermanland, Örebro, Västmanland and Östergötland counties); Västsverige (Västra Götaland and Halland counties); Småland och öarna (Kalmar, Kronoberg, Jönköping and Gotland counties); and Sydsverige (Skåne and Blekinge counties).

Policy framework The Swedish organisational structure for the implementation of the 2007-2013 Structural Funds facilitates common national and regional prioritisation between regional growth policy, labour market policy and the EU's cohesion policy. The implementation organisation reflects joint approach and includes a clear regional influence on prioritising projects. The managing authorities (ERDF, ESF) can only grant funding in accordance with the project prioritisation carried out by the Structural Fund Partnership.

Partnerships at work

Rationale Structural Fund Partnerships (SFPs) create synergies between ESF and ERDF projects.

Objectives The prioritisation of projects, carried out by the Structural Fund Partnerships, should reflect national and regional growth policy, labour market policy and the EU's cohesion policy.

Functions Before making decisions on allocating ESF and ERDF funds, the managing authorities have to consult with the programme's Structural Fund Partnership. SFPs are responsible for setting priorities among the approved projects.

Policy areas Regional growth policy

Policy tools/ Instruments Relevant policy tools/instruments include discussion and common prioritising of ESF and ERDF projects' support; setting priorities and policy guidance.

Timeframe 2007 - 2013

Partners According to national law, 50% of partners in SFP must be made up of municipal and regional politicians. In general, the Structural Fund Partnership comprise elected representatives from municipalities and county councils from the relevant counties, as well as representatives from labour market organisations, affected county administrative boards, county labour boards, interest groups and associations. The Structural Fund Partnership for Övre Norrland and Mellersta Norrland includes also representatives from the Sami Parliament.

Contracts There is no contract signed between the partners.

Legal status SFP's legal status is based on National law (2007:459), which came into force on 7 June 2007.

Sources of Financing Public national funds and technical assistance, European Social Fund (ESF), European Regional Development Fund (ERDF)

Results There are 900 ESF and 800 ERDF projects prioritised by SFPs until June 2009.

Partnerships' highlight

Programme/ Project KNUT - Local government partnership improving social services and labour market practice. KNUT is one of the projects prioritised by the Structural Fund Partnerships for European Social Fund (ESF) funding available for Stockholm region.

Timeframe 2006 - 2009

Objectives KNUT consists of five municipalities and aims to improve social services (social allowance) and labour market practice by co-operating with national authorities such as the Swedish Association of Local Authorities and Regions, the National Board of Health and Welfare, the Public Employment Service and the Institute for Civil Society Studies.

A key issue of the KNUT partnership is to implement a socioeconomic approach/policy to "invest" in people "hard-to-reach" and "hard-to-place". The major problem is a short-term thinking and tunnel vision concerning people with complex needs when many social actors are involved.

Activities KNUT can be seen as an "umbrella" under which several initiative and projects are being implemented when the partnership identifies short-comings in the support system. The methods used include:

- capacity building (continuous training);
- cross-municipality learning and cross-sector collaboration;
- need-driven interventions;
- individual action plans;
- implementation and support of social inclusion projects; and
- social innovations development.

Results KNUT municipalities have developed and implemented a standardised assessment instrument providing a thorough screening of new clients (person applying for social allowance). The instrument helps the client and the social welfare secretary to define the needs of the client, what measures/interventions should be taken and by whom. An action plan is included as well as evaluation. The developed standardised assessment instrument evoked a great interest from other Swedish municipalities. In addition, horizontal co-operation between KNUT municipalities at all levels has been created and significantly strengthened.

Contacts **Partnership co-ordinators at national level**

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United Kingdom City Strategy Pathfinders

Framework and setting

Geographic scale The City Strategy Pathfinders have been established in 15 locations across England, Scotland and Wales, in major cities and other urban areas where employment levels are furthest from the national average. The following locations are covered: Merseyside, Tyne & Wear, Dundee, Glasgow, Pennine Lancashire, West London, East London, Rhyl, Heads of the Valleys, South Yorkshire, Edinburgh, Birmingham, Leicester, Nottingham, and Greater Manchester.

Policy framework The City Strategy was launched in 2007 and aims to improve support for the jobless in the most disadvantaged communities across Great Britain, through a bottom-up approach that devolves more decision and funding powers to the local level. Ministers have agreed to continue the Department for Work and Pensions' (DWP) support for all Pathfinders to 2011.

Partnerships at work

Rationale By 2006, national policies such as New Deal had successfully reduced worklessness across Great Britain; however, high levels of worklessness persisted in many urban areas. The City Strategy is testing how to combine the work of national and local government agencies, the private sector and voluntary organisations in a combined partnership, and to test whether local stakeholders can deliver more by combining their efforts behind shared priorities alongside more freedom to innovate.

Objectives The aim is to provide the support jobless people need to find and progress in work by ensuring that local employment and skills provision services are tailored to the needs of both local employers and residents. The City Strategy Pathfinders should contribute to the UK Government's long term aims of increasing the number of people in work and tackling child poverty. Pathfinders have agreed upon targets to reduce the number of people receiving out of work benefits and to increase the local employment rate; and, in areas with a significant ethnic minority population, targets to reduce the disparity in ethnic minority employment rates.

Functions All Pathfinders submitted business plans outlining their vision to deliver a co-ordinated partnership involving the key stakeholders who can contribute to the aim of reducing worklessness in their locality. Each Pathfinder brings together a different set of partners including government agencies, local authorities and the private and voluntary sectors, according to the requirements of a devolved administration. The Pathfinders are aligning funding and sharing targets and priorities to better align services to meet the needs of people living in the most disadvantaged communities.

Policy areas Increasing employment and skills levels in order to reduce social exclusion.

**Policy tools/
Instruments** Each Pathfinder is led by a board which sets out and oversees the delivery of the local strategy. They have set targets and developed mechanisms for monitoring and reporting progress of delivery of the City Strategy to DWP. A national evaluation has been commissioned which will report on progress in the first two years (to be concluded in autumn 2009).

Timeframe The City Strategy Pathfinders were launched in 2007. The Department for Work and Pensions (DWP) has agreed to continue to support the Pathfinders to 2011.

Partners The partnerships include national agencies, for example Jobcentre Plus and the Learning and Skills Council (the latter to be replaced in 2010 by the new Skills Funding Agency), regional development agencies, local authorities, representatives of local employers and voluntary and community organisations.

Contracts Various approaches are taken in different areas.

Legal status The majority are non-statutory organisations, supported by local government.

Sources of Financing The main driver for the City Strategy is not to provide new or additional funding, but to test whether a devolved approach can better align the funding available. Deprived Areas Funding of approximately GBP 65,000,000 (GBP = pound sterling) was available to Pathfinders for 2007-2009, and GBP 10,000,000 to build capacity in the Pathfinders. Deprived Areas Fund will continue to 2011 in Scotland and Wales; in England the Deprived Areas Fund has been combined with the Working Neighbourhoods Fund.

Results Initial appraisal has found that the City Strategy Pathfinder acts as a catalyst in enhancing co-ordination between local activities and national policy. It has increased the priority given to reducing unemployment including increasing local resources, both financially and in terms of staff capacity, and making those involved feel more accountable for achieving targets.

Partnerships' highlight

Programme/ Project Greater Manchester City Strategy Partnership

Timeframe 2007 - 2011

Objectives The vision for Greater Manchester is to deliver "a world-class city-region at the heart of a thriving North". The City Strategy provides the framework to connect and deliver national priorities for employment, skills and neighbourhood renewal both at the sub-regional and local level. The Greater Manchester City Strategy Consortium aligns the priorities and resources of key partners in order that they have a greater impact on the labour market, strategically commission and coordinate programmes against operational priorities, as well as ensuring that the journey through the welfare to work system is as seamless as possible at a local level for both workless residents and employers. The overarching aspirational target is to deliver an 80% employment rate in the target areas within 25 years, contributing to a substantial improvement in child poverty rates.

Activities The City Strategy has allowed Greater Manchester to deal with issues that have not been possible to manage within Local Strategic Partnerships (LSPs) as well as to develop a more appropriate approach to meeting the needs of their labour market. It has sought to improve the basic employability and occupational skills of those without work, in order to improve their employment prospects. This has included ensuring that employment and training programmes are appropriately co-ordinated and designing customer pathways to skills and employment. It has proved a catalyst for raising worklessness up the priority list within all authorities, with additional resources (financial and human) being dedicated to City Strategy work, including from the Regional Development Agency. The City Strategy has provided a foundation for moving towards a Multi Area Agreement, and potentially becoming a City-Region Forerunner.

Results The Manchester City Strategy Pathfinder has given priority to embedding City Strategy within strategic developments in the City Region. For instance, the Pathfinder has been working to secure the integration of the employment and skills services across Greater Manchester through the Manchester Area Agreement. They have also been seeking to jointly commission a Greater Manchester New Deal with DWP that is enhanced by integration of skills and other local services and funds. A service delivery reform process has commenced with the aim of more fully integrating health and a range of local authority services onto the employability agenda.

Contacts **Partnership co-ordinators at national level**

Area Initiatives and Communities Division, 2nd Floor Caxton House,
Tothill Street, London SW1H 9DA, United Kingdom, Tel.: +44 / 207 / 449-5624,
www.dwp.gov.uk/policy/welfare-reform/city-strategy/the-pathfinders/



United Kingdom (England) Local Strategic Partnerships

Framework and setting

Geographic scale There are currently over 360 Local Strategic Partnerships (LSPs) in England (separate arrangements apply for Scotland, Wales and Northern Ireland). Some of these partnerships date back to local initiatives in the early 1990s, others have only been set up relatively recently.

Policy framework LSPs are non-statutory bodies. They are in effect voluntary partnerships involving public bodies, the private sector and the voluntary and community sector, normally led by the local authority. The Local Government and Public Involvement in Health Act 2007 strengthened the role of the Local Strategic Partnerships (LSPs) by making them integral to a new local government performance framework. The performance framework requires local authorities to work collaboratively with partners to agree a common vision (a Sustainable Community Strategy) for an area, agree local performance targets and co-ordinate activity accordingly.

Partnerships at work

Rationale Lack of joint working at local level has been one of the key reasons for lack of progress in delivering sustainable economic, social and physical regeneration, or improved public services that meet the needs of local people. A combination of public bodies, private organisations and the community, working co-operatively as part of an LSP, will have a far greater chance of success. To achieve these improvements local authorities need to work co-operatively with their local partners, combine resources and align their mainstream programmes to tackle issues that really matter to local people.

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

Functions LSPs prepare, agree and implement a Sustainable Community Strategy which sets out the long term vision and priorities for an area (these strategies can span 10 to 20 years); provide strategic co-ordination within the area and link with other plans, partnerships and bodies established at the regional, sub-regional and local level; develop and drive the effective delivery of their Local Area Agreements (LAAs).

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

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

Timeframe LSPs are not bound by a timeframe but are ongoing, voluntary partnerships that should reflect the priorities and aspirations of an area. LAA timeframes are three years but this is not a fixed rule as the principle is to keep LAAs under review.

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

Contracts Various approaches are taken in different areas.

Legal status LSPs are non-statutory, non-executive organisations.

Sources of Financing Partnerships are funded through public service budgets, partners' contributions and central government grants.

Results LSPs are able to co-ordinate delivery of the Sustainable Community Strategy and LAAs. They provide the strategic co-ordination within the area and link with other plans and bodies established at the regional, sub-regional and local level. A study report on Local Strategic Partnerships published by the Audit Commission in 2009 is available at www.audit-commission.gov.uk/reports/NATIONAL-REPORT.asp?CategoryID=&ProdID=05744773-42C2-4ba3-A945-6737715CDF2D.

Partnerships' highlight

Programme/ Project Beacon Authority Status Awards

Timeframe 2008 - 2009

Activities The Beacon Scheme is a prestigious award scheme that recognises excellence in local government in England. Once awarded Beacon status, authorities have an important role to share best practice amongst other local authorities. This activity can include networking and peer mentoring relationships. More information is available at www.beacons.idea.gov.uk/idk/core/page.do?pagelId=8042052. The Beacon status for robust and effective partnership working has been awarded to three local authorities in England:

- South Tyneside Metropolitan Borough Council;
- London Borough of Croydon; and
- Leeds City Council.

Results Building upon their experiences, the LSP Beacon Authorities have developed a Tool Kit of mentoring and support to share best practice and help others achieve successful partnerships.

Contacts [Partnership co-ordinators at national level](#)

UK Government - Communities and Local Government, LSP policy, Local Government Quality and Performance Division, 4/Z2 Eland House, Bressenden Place, London SW1E 5DU, United Kingdom, Tel: + 44 / 20 / 7944 / 4400, e-mail: contactus@communities.gov.uk, www.communities.gov.uk



United Kingdom SkillsPlus UK

Framework and setting

Geographic scale SkillsPlus UK is a strategic skills partnership of the Local Government Associations in England, Scotland, Wales and Northern Ireland, namely: Local Government Association, Welsh Local Government Association, Northern Ireland Local Government Association, Convention of Scottish Local Authorities. Together with other key national partners (Local Government Staff Commission for Northern Ireland, Local Government Employers and the Improvement and Development Agency for Local Government), the partnership represents the skills and qualifications needs of 2.23 million local government workers in the UK to Sector Skills Councils and associated key stakeholders.

Policy framework SkillsPlus UK operates within the policy frameworks for local government in each of the nations of the UK, as well as the policy frameworks for education, skills, qualifications and general workforce development.

Partnership at work

Rationale The UK government has created a network of Sector Skills Councils (SSCs) which have as their remit coverage of certain occupations and professions in the economy, and are established around functional sectors. Local Government, by its very nature, is an employment sector, in which hundreds of occupations and functions are represented but it also has a set of values and an ethos that binds together all those who work for local government, irrespective of their function or profession. In the absence of a Sector Skills Council dedicated to UK Local Government skills needs, there is a requirement to be able to influence the developments of the range of SSCs covering the functions carried out by local councils, so that the products and services reflect the needs of local councils and that councils are able to engage with SSCs on behalf of their workforces. SkillsPlus UK's role is to articulate the voice of local government employers in this debate and to communicate this to SSCs and other key stakeholders on behalf of the sector both at nation state and UK levels.

Objectives The objectives of the SkillsPlus UK are to:

- ensure support via the UK Strategic Skills Partnership for a national and UK voice on local government skills to SSCs, and relevant central government departments, devolved administrations, and other national and UK stakeholders;
- respond on behalf of local government, as directed by SkillsPlus UK Board, to key consultations on skills policies from stakeholders and government departments such as UK Commission for Employment and Skills, National Sector Skills Bodies Group, Alliance of Sector Skills Councils, Department for Business Innovation and Skills, Department for Children, Schools and Families, Qualifications and Curriculum Development Agency, Office of the Qualifications Regulator and relevant bodies in Wales, Northern Ireland and Scotland;
- maintain support for developing standards of performance (National Occupational Standards) and associated qualifications for two sectors in local government (Democratic Services and Electoral Services) until such time as they are transferred to the responsibility of an appropriate Sector Skills Council, in line with government policy;
- ensure that as much of the local government workforce (of 2.23 million workers) as possible is covered by the SSC network. Currently some functions in local government for historical reasons are not covered by an SSC and this lack of coverage will have implications in future for publicly funded support and learning. SkillsPlus UK seeks to influence the increase in the coverage of the sector from the current 80% of the local government sector's functions;
- facilitate opportunities for local government to be effectively represented in skills and qualifications developments in public services and for local government issues to be reflected wherever possible in products and services developed by SSCs, thereby leading to products and services which are fit for purpose in local government.

- Functions** All partners are involved in determining the priority areas for advocacy and lobbying for the sector, and which issues are addressed at a UK level and which should be addressed at a national level. The partners each influence and work closely with their respective nations' administrations on steering policy developments and working with local government to support implementation and take up but also feedback on developments, structures, products and funding. The partnership responds to key consultations and policy remits, as well as sharing best practice across the sector on learning and development and undertaking research into skills and qualifications needs now, and in the future.
- Policy areas** Employment, education and skills policy
- Policy tools/ Instruments** SkillsPlus UK uses existing, and contributes to new, Labour Market Information (LMI) and workforce research, undertakes meetings and attends events, provides communities of practice, website and email networking. SkillsPlus UK works closely with policy bodies and stakeholders to assess current and future skills needs, programmes and requirements from a variety of sources.
- Timeframe** SkillsPlus UK was established in 2005 to respond to the advent of the Sector Skills Council Network.
- Partners** Local Government Association, Welsh Local Government Association, Northern Ireland Local Government Association, Convention of Scottish Local Authorities, Local Government Staff Commission for Northern Ireland, Local Government Employers, Improvement and Development Agency for Local Government, Central Government and devolved administrations, Qualifications' regulators and awarding bodies, Regional employers in England, Regional Improvement and Efficiency Partnerships, Sector Skills Councils, Alliance of Sector Skills Councils and UK Commission for Employment and Skills.
- Contracts** SkillsPlus UK does not have contractual relationships with partners or undertake development work. It acts as a strategic lobby and advocacy partnership.
- Legal status** None
- Sources of Financing** The SkillsPlus UK co-ordination role and the England advocacy role is funded by the Improvement and Development Agency through top slice Revenue Support Grant, and each of the national partners carries the cost of activity, meetings, lobbying in their own nation, as part of their role as employer or sector representative bodies for local government.
- Results** SkillsPlus UK has built relationships with key partners in the skills policy and development landscape and with regional employers, and is seen as a point of contact (entry point) for stakeholders seeking information on local government skills and qualifications needs. SkillsPlus UK is also recognised as a lobby body for the local government sector by government and other stakeholders. SkillsPlus has developed, in the past, well received National Occupational Standards and qualifications in key local government areas such as Democratic Services, Fire and Rescue Sector, Electoral Services, Local Land Charges, Teaching and Classroom Assistants – the partnership has now moved from development and delivery as a skills body, towards concentrating on voicing the skills needs of local government as the major employer in the UK.

Contacts **Partnership co-ordinators at national level**

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Welsh Local Government Association (WLGA), Karen Long, Skills and Capacity Adviser, Local Government House, Drake Walk, Cardiff, Wales CF10 4LG, Tel: +44 / 29 / 2046 8623, email: Karen.long@wlga.gov.uk, www.wlga.gov.uk

Northern Ireland Local Government Association (NILGA), John Adams, Employers' Secretary, Unit 5B Castlereagh Business Park, 478 Castlereagh Road, Belfast, Northern Ireland, BT5 6BQ Tel: +44 / 28 / 9024 9286, email: j.adams@nilga.org, www.nilga.org

Convention of Scottish Local Authorities (COSLA), Laura Jamieson, Policy Officer, Rosebery House, 9 Haymarket Terrace, Edinburgh, Scotland, EH12 5XZ Tel: +44 / 131 / 474 9252, email: laura@cosla.gov.uk, www.cosla.gov.uk



United States of America Workforce Investment Boards

Framework and setting

- Geographic scale** Workforce Investment Boards (WIBs) are established for every state and local area in the US and its territories. There are 593 local WIBs and 53 State and territorial WIBs. The total size of the labour force is 154,000,000. The boundaries of areas served by WIBs vary but every part of the US is within the jurisdiction of a WIB.
- Policy framework** The WIBs are established and funded by the Workforce Investment Act, which was enacted in August 1998. The Act defines the overarching policy framework for the workforce system, WIB membership and WIB responsibilities and provides a primary funding stream to state and local WIBs. In addition to this primary funding stream, WIBs are charged with the administration and/or implementation of a variety of other funding sources. This legislation may be adjusted and reauthorized by the end of 2009.

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 raise and maintain the productivity, competitiveness and economic prosperity of the nation. The dual mission of WIBs is to serve both job-seekers and employers, and to provide services and build partnerships that meet the needs of both.
- Objectives** The main objective is to create strong local partnerships between employers, the training and education systems, 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 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 support industry initiatives, business services and support services) are provided to citizens and employers. State WIBs offer broad policy guidance and provide the planning and operations infrastructure.
- Timeframe** WIBs were established in 1998 and evolved from Private Industry Councils, entities established under the 1981 Job Training Partnership Act.
- Partners** A board membership is prescribed by the Act and requires a majority of representatives from business, with the balance representing economic development, labour unions, workforce agencies, social services, community colleges, the K-12 educational system, and community based non-profit organisations among others.

Contracts Each WIB creates an operational plan and receives an allocation of funds via formula. Each WIBs grant flows from the federal government, to the states, and then to the local WIBs. Local WIBs enter 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 programme year 2007, WIBs served via Workforce Investment Act funds 3,448,918 people (81% adults, 11% dislocated workers, and 7% youth). Each WIB is measured against standards for 17 performance measures that relate to earnings, employment, retention, skill attainment and customer satisfaction. For example, approximately 86% of adults who received training entered employment and remained employed.

Contacts **Partnership co-ordinators at national level**

National Association of Workforce Boards, Scott Cheney, Executive Director, 1133 19th Street, NW, Suite 400, Washington, DC 20036, United States of America, e-mail: executivedirector@nawb.org, www.nawb.org

Partnership co-ordinators at regional/local level

Department of Labour, Employment and Training Administration, Gay Gilbert, 200 Constitution Avenue, Washington, DC 20002, United States of America



United States of America Workforce Innovations in Regional Economic Development

Framework and setting

Geographic scale The Department of Labour, Employment and Training Administration awarded three-year grants to 39 regions (13 grants each over three “generations” of the WIRED Initiative). Each Workforce Innovations in Regional Economic Development (WIRED) region identified its own geographical area which encompassed multiple counties and for some even crossed state boundaries.

Policy framework The WIRED Initiative is another step in integrating the workforce development and economic development systems in the U.S. The Workforce Investment Act of 1998 emphasised the integration of workforce development activities across programmes. WIRED focuses on the integration of workforce development with economic development activities. Effective partnerships among key regional entities are seen as essential in developing the workforce talent necessary for the U.S. to be competitive in a global economy.

Partnerships at work

Rationale National competitiveness and regional prosperity may be improved when key stakeholders within regional labour markets link their knowledge and resources to ensure that their workforces have the skills and knowledge to work effectively in new and emerging industries.

Objectives The WIRED Initiative aims to better align workforce and economic development. The Initiative is based on four principles:

- recognises the importance of talent in economic development;
- understands the power of partnerships among workforce, economic development, business, and educational institutions in promoting economic development;
- recognises that some regions need more assistance than others and a one-size-fits-all policy is not as effective as regionally based initiatives; and
- regional entities typically have a better understanding of their challenges and can derive better solutions than national agencies.

Functions The WIRED grants provide selected regions with the resources to undertake the steps required to form effective partnerships and pursue collaborative initiatives leading to a meaningful transformation of their regions. While the ultimate goal of WIRED is to expand employment and advancement opportunities for American workers and catalyse the creation of high-skill and high-wage jobs, each WIRED region sets their own specific objectives and pursues their own initiatives to meet those objectives based upon their understanding of their assets, challenges and opportunities. Typically the WIRED regions have chosen specific objectives that cluster around workforce investment, economic development, and social and community development. Each WIRED region identified specific industries or industry clusters and implemented activities designed to meet the needs of businesses within those industries.

Policy areas Economic regional development

**Policy tools/
Instruments** WIRED regions followed a “Six-Step Method” to transform regional economies. The steps may occur and reoccur depending on regional circumstances and include identification of the regional economy; forming core leadership group responsible for implementing growth strategies and guiding the transformation effort; assuring comprehensive SWOT analysis of the region; creating a shared regional identity and vision for the regional economy; devising „SMART“ strategies (Specific, Measurable, Achievable, Realistic, and with a timeline); leveraging resources and implementation.

Timeframe Three years of funding was awarded with the anticipation that regional initiatives will continue beyond that period with funding from other sources. The first generation of the three-year WIRED grants were awarded in February 2006, the second generation in April 2006, and the third generation WIRED grants regions were announced in June 2007.

Partners Representatives of the state, local and federal workforce agencies, academic institutions (including K-12, community colleges and universities), community-based non-profit organisations, investment groups, foundations, business, industry

Contracts The contracts extend for 36 months from the time of execution. The governor of the applicant state designates a fiscal agent, which is not required to be a governmental entity. The use of WIRED funds and other federal funds must comply with federal regulations regarding those funds.

Legal status The consortium of stakeholders brought together under the WIRED Initiative is not a legal entity, but use the legal entity of sponsoring organisations.

Sources of Financing First and second generation WIRED regions are funded from fees paid by employers for securing H1-B visas for foreign workers needed in the U.S., as authorised under Sec. 414 (c) of the American Competitiveness and Workforce Improvement Act of 1998 (P.L. 105-277, title IV). The amount received by each region varies from USD 5 to 15 million over the three-year period. Each WIRED region is expected to raise additional funds from other private and government sources to leverage the initial funding and help sustain the operation of the WIRED region beyond the three-year funding period.

Results An interim evaluation of the first generation WIRED regions has been completed. It focused on the process of forming partnerships and integrating services and found that WIRED regions are making progress in those areas. Evaluation of the second and third generation WIRED regions is ongoing.

Partnerships' highlight

Programme/ Project WIRED West Michigan Initiative

Timeframe 2006 - ongoing

Objectives West Michigan aims to develop and manage an innovations lab designed to advance a wide range of innovations in the regional workforce development system in seven counties (Newaygo, Muskegon, Ottawa, Allegan, Kent, Barry, Ionia). The following industries are covered: advanced manufacturing; health care; life sciences; and entrepreneurship.

Activities Following activities of WIRED West Michigan Initiative are included:

- Market Intelligence: initiatives designed to better understand the detailed structure of regional employment clusters and the emerging requirements for the economy.
- Innovation Institute: bringing together all of West Michigan's initiatives focused on building awareness and knowledge about innovation, implementing innovation systems in regional companies, and developing innovation skills in West Michigan's current and emerging workforce.
- Workforce System Transformation: initiatives designed to restructure key elements of West Michigan's workforce investment and education system for emerging, existing and transitional workers.
- Enterprise Development: Initiatives designed to stimulate entrepreneurship and new business creation in key sectors of the economy.

Results Evaluation is ongoing.

Contacts **Partnership co-ordinators at national level**

Employment and Training Administration, U.S. Department of Labour, Frances Perkins Building, 200 Constitution Ave., NW, Washington, DC 20210, United States of America, www.doleta.gov

Partnership co-ordinators at regional/local level

Links to all WIRED from 1st, 2nd and 3rd regions are available at www.doleta.gov/wired/regions.



AUSTRALIA (VICTORIA)	New Workforce Partnerships Regional Management Forums
AUSTRIA	Territorial Employment Pacts
BELGIUM (FLANDERS)	Job-shops RESOC and SERR
BOSNIA AND HERZEGOVINA	Local Action Groups
CANADA	Community Futures Development Corporations Greater Halifax Partnership
CROATIA	Local Partnerships for Employment
DENMARK	Local Employment Councils Regional Growth Forums
FRANCE	Employment Houses Local Plans for Employment and Inclusion
GERMANY	Local Pacts for Economy and Employment “Perspective 50 Plus” – Employment Pacts for Older Workers in the Regions
GREECE	Greek Partnerships
HUNGARY	Territorial Employment Pacts
IRELAND	Local Partnership Companies
LATVIA	Daugavpils District Partnership
LUXEMBOURG	Local Development Partnerships for Employment
NETHERLANDS	Labour Mobility Centres Worksquares/Job-shops
NEW ZEALAND	Regional Partnerships
POLAND	Employment Pact
PORTUGAL	Partnerships of the Social Network Programme
RUSSIA	“Perspectiva”
SERBIA (VOJVODINA)	Local Employment Councils
SLOVAK REPUBLIC	Local Social Inclusion Partnerships
SPAIN (CATALONIA)	Territorial Employment Pacts
SWEDEN	Structural Fund Partnerships
UNITED KINGDOM	City Strategy Pathfinders Local Strategic Partnerships SkillsPlus UK
UNITED STATES	Workforce Innovations in Regional Economic Development Workforce Investment Boards

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