

Liberec, Czech Republic

3 – 4 June 2008



‘Partnership diversity and OECD LEED Forum on Partnerships and Local Governance’

Based on the experience of the Forum Office at the
Centre for Social Innovation (ZSI, Vienna, Austria)



Look Who's Talking?



Centre for Social Innovation, Vienna, Austria: a multifunctional social-scientific research institute established in 1990; Think-Tank for Social Innovation Policy Advice, Network Co-ordination and Research

- _ 46 experts in innovative labour market issues, equal opportunities, integration and migration, eLearning, democracy and participation research, technology shaping and European RTD policies;
- _ co-ordination of networks such as Territorial Employment Pacts in Austria (KOOO); OECD LEED Forum on Partnerships and Local Governance; SEE-ERA.NET; WBC-INCO.NET etc.

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Content

- _ OECD LEED Forum on Partnerships and Local Governance
(mission, objectives, strategy, tasks)
- _ Background and types of partnerships within Forum
- _ Vienna Action Statement of Partnerships



Growing interest in partnerships

Bottom up:

- _ Regional, sub-regional, local actors

Top-Down:

- _ Members States of the European Union
- _ European Commission
- _ ILO, UNO, UNDP
- _ OECD

Partnerships are important instruments in regional development and labour market policy in many countries



Why looking at partnerships?

Partnerships

- improve policy co-ordination and adaptation to local conditions;
- lead to better utilisation and targeting of programmes;
- integrate civil society's concerns into strategic planning exercises through more widespread participatory democracy;
- stimulate corporate involvement in local projects; and
- promote greater satisfaction with public policy.

(OECD Local Partnerships for better Governance, 2001)

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

Characteristics of Forum partnerships



Forum partnerships are characterized by:

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

Forum partnerships are primarily focusing on **employment** and **social issues** and **economic development**

Strategy for building the network



The Forum

- is **open to all** interested partnerships in OECD Member countries and countries of Central, Eastern and South-Eastern Europe;
- **builds on** existing expertise of OECD LEED, the Austrian Coordination Unit of TEPs and Forum Board members (e.g. Ireland, Canada, Flanders);
- **brings together** partnerships by offering various activities; and
- continuously **develop** the network further.

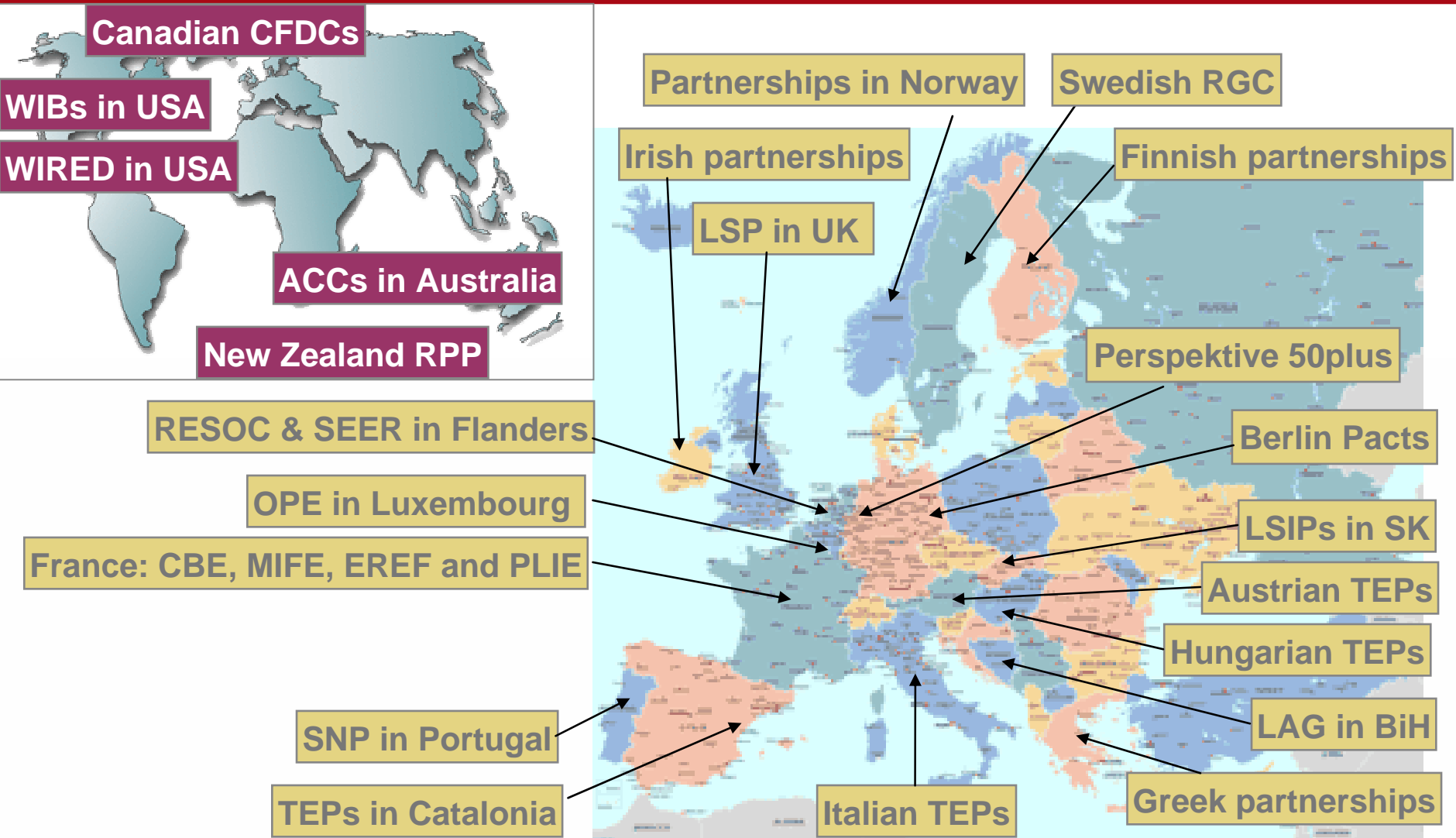
The Forum assists via ...



Selection of the tasks

- Updating and Management of the **Forum network** (further identification and networking of institutions)
- **Information exchange**
 - Meetings:** Forum Meetings, Forum Board Meetings
 - Others:** Annual Brochure, E-Newsletter, Forum Web pages (e.g. Online Documentary Base)
- **Policy advice** (Capacity Building Seminars, Wrap-up Seminar, Study Visits, CoE-Committee of Experts)

Forum Partnerships (Selection)



Joint elements of partnerships



- Territory: local, sub-regional, regional, ...
- Partners: involvement of all relevant stakeholders of a region;
- Form of co-operation: Contract between the partners (signed agreement including clarified responsibilities of the partners, structures, rules);
- Joint problem analysis;
- Long term overall strategy for the region;
- Working programme / Actions, which derived from the problem analysis.

Examples of types of partnerships



Irish partnerships: partnerships are established to promote equality and social & economic inclusion.

Local strategic partnerships in United Kingdom: partnerships are created to tackle different issues co-operatively on local level.

RESOC and SEER in Flanders (Belgium): partnerships are created as strong advisory and consulting structures in the region providing both bottom-up and top-down information and influencing socio-economic policy development.

Partnership rationales (Selection)



Catalonia/Spain: The **EU employment policy** was the motivation and starting point for the creation of partnerships in Catalonia.

Hungary: Increasing of the **unemployment rates, movements of labour force** and **no adequate communication** between organisations.

Norway: Need for further **economical development** and **cross-sectoral coordination** of activities at county level.

Portugal: Positive **experience with partnerships** and the need for a more **decentralized policy development process**.

Partnership functions (Selection)



Canada: Partnerships are **multi-functional** and deliver a wide range of business, counselling and information services to enterprises, **provide capital** and **access to funds**.

Flanders/Belgium: Partnerships have **advisory function** on employment and economic policies.

Portugal: The partnerships are **formal discussion fora or structures** on municipality level in the field of labour market policy and social policy.

Slovak Republic: Partnerships provide a **platform for citizens and local communities** to jointly make efforts to find solutions to their problems and concerns in the field of social inclusion.



Some numbers (A Selection)

Finland: There are **3** area-based partnerships established covering subsections of counties.

France: Four main local co-operation models (CBE, MIFE, EREF, PLIE) are created with in total **410** partnerships.

Germany/ Berlin: In Berlin, **12** Local Pacts for Business and Employment (BBWA) are in operation.

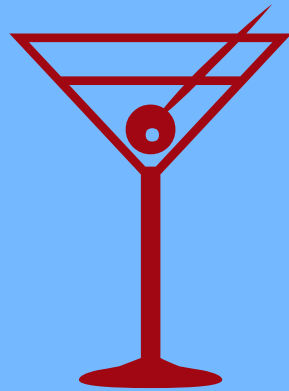
Ireland: There are **38** Area-based Partnerships (in designated areas of disadvantage), **31** Community Partnerships (in other areas of disadvantage) and **2** Employment Pacts.

Portugal: Partnerships established under the Social Network Programme (SNP) are constituted within the territories of municipalities and being implemented in **275** of 278 Portuguese continental municipalities.

Slovak Republic: **27** Partnerships (LSIPs) are established in five most disadvantaged regions of Slovakia

.....and more....

Break? Any Questions?



Vienna Action Statement on Partnerships



The Vienna Action Statement on Partnerships (VAS) aims to **enhance governance** by **improving the dialogue and co-operation** between policy makers and other actors at the local, regional and national levels, in turn fostering economic growth, social cohesion and environmental sustainability.

The Action statement **serves as a supporting tool** to improve policy and governance processes, dialogue and co-operation.

Process



- prepared by the **Forum Committee of Experts**, which comprises selected partnership practitioners with in-depth knowledge of partnership working;
- presented to and amended by participants of the **Third Forum Meeting** of the OECD LEED Forum on Partnerships and Local Governance on 1-2 March 2007 (Vienna, Austria);
- adopted by **participants** and **spread** to all **Forum members** via members@forum.zsi.at in April 2007 (7th E-Newsletter with results of the Conference);
- **presented** by the Forum Chair at the 50th Session of the **OECD LEED Directing Committee** (Bucharest, Romania, June 2007);
- to be **reviewed** by the members of the **Forum every three years** in light of the results achieved through its implementation (March 2010).

Structure of VAS



1. Preamble

2. **Background:** the role of partnerships

3. **Actions / Statement**

Role of partnerships



Local Partnerships can add **considerable value** to the **policy development process** through:

- _ Bringing together actors and policy areas;
- _ Improving vertical communication between policy makers;
- _ Supporting the better adaptation of policies to local circumstances, needs and opportunities;
- _ Identifying the potential conflicts and synergies;
- _ Providing leadership and building consensus on priorities;
- _ Integrating the concerns of civil society and the private sector into strategic planning exercises; and
- _ Testing and sharing good practice; offering know-how on what works and what does not.

Actions / Statement - I



Partnerships need to have a **strong impact** on **multi-level** collaboration and **cross-sector collaboration**.

In order to achieve such multi-level and cross-sector collaboration, partnerships require a **receptive culture among policy makers** in regional, national and supra-national government institutions.

Actions / Statement - II



Implications for governments as well as for partnerships themselves:

- _ the need for **government policies** which are flexible and adaptable to change;
- _ the need for **channels of communication** within multi-level governance arrangements that are open to inputs from the bottom up; and
- _ the need for a **recognition** within the policy process of local diversity and the value of evidence from practice.

Actions / Statement - III



On the side of partnerships, there is a need to:

- _ ensure **transparency** and **accountability** of partnership structures;
- _ work on the basis of **sound local knowledge** and **expertise**, making reference to local data and indicators;
- _ demonstrate a **strategic approach** which goes beyond the delivery of projects and programmes;
- _ demonstrate **capacity** to enhance policy outcomes through appropriate monitoring and evaluation; and
- _ **network partnerships** at the national level and learn lessons from international experience to ensure efficient dialogue with government.

The Six Actions / Statements:

- (1) Ensure **flexibility** in policy implementation;
- (2) Establish robust **communication mechanisms** through which partnerships can influence and comment upon policy developments which will impact upon their areas;
- (3) Better **align policy objectives**;
- (4) Establish strong **evaluation tools** for measuring added value;
- (5) Build the **capacities** of local, regional and national stakeholders to work effectively in partnership through training and development; and
- (6) Provide a **secure financial base**.



Relevant Documents

- **Annual Brochure of OECD LEED Forum**
- **Guide for successful partnership**
- **Vienna Action Statement on Partnerships**
- **Newsletters, Mentoring, etc.** (to be downloaded at OECD LEED:
<http://www.oecd.org/cfe/leed/forum/partnerships>)
- **Documents and links: partnerships in other countries** (to be
downloaded at Forum database: <http://www.forumpartnerships.net>)
- **Guide for Austrian TEPs 2000-2006**
- **Annual Brochure of Austrian TEPs**
- **TEP news 09, etc.** (to be downloaded at TEP site / English section:
<http://www.pakte.at>)

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Thank you for your attention.