

THE ROLE OF LOCAL PARTNERSHIPS IN LOCAL DEVELOPMENT

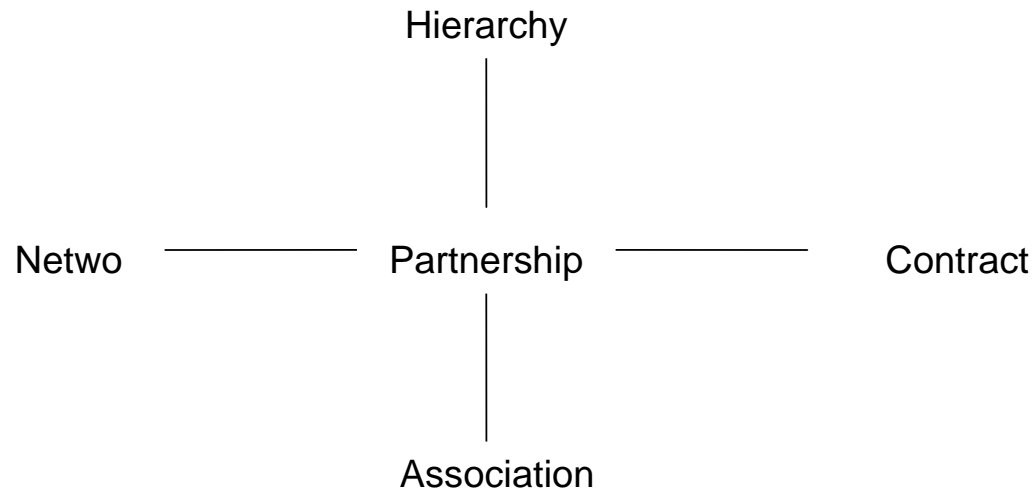
Insights and lessons from OECD countries

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Why partnership?

Hierarchies, networks, markets, partnerships...



Benefits of partnership

- ▣▣▣ An arena for joined up and inclusive local governance enabling
- ▣▣▣ a shared vision and strategy for local development
- ▣▣▣ strategic and operational benefits

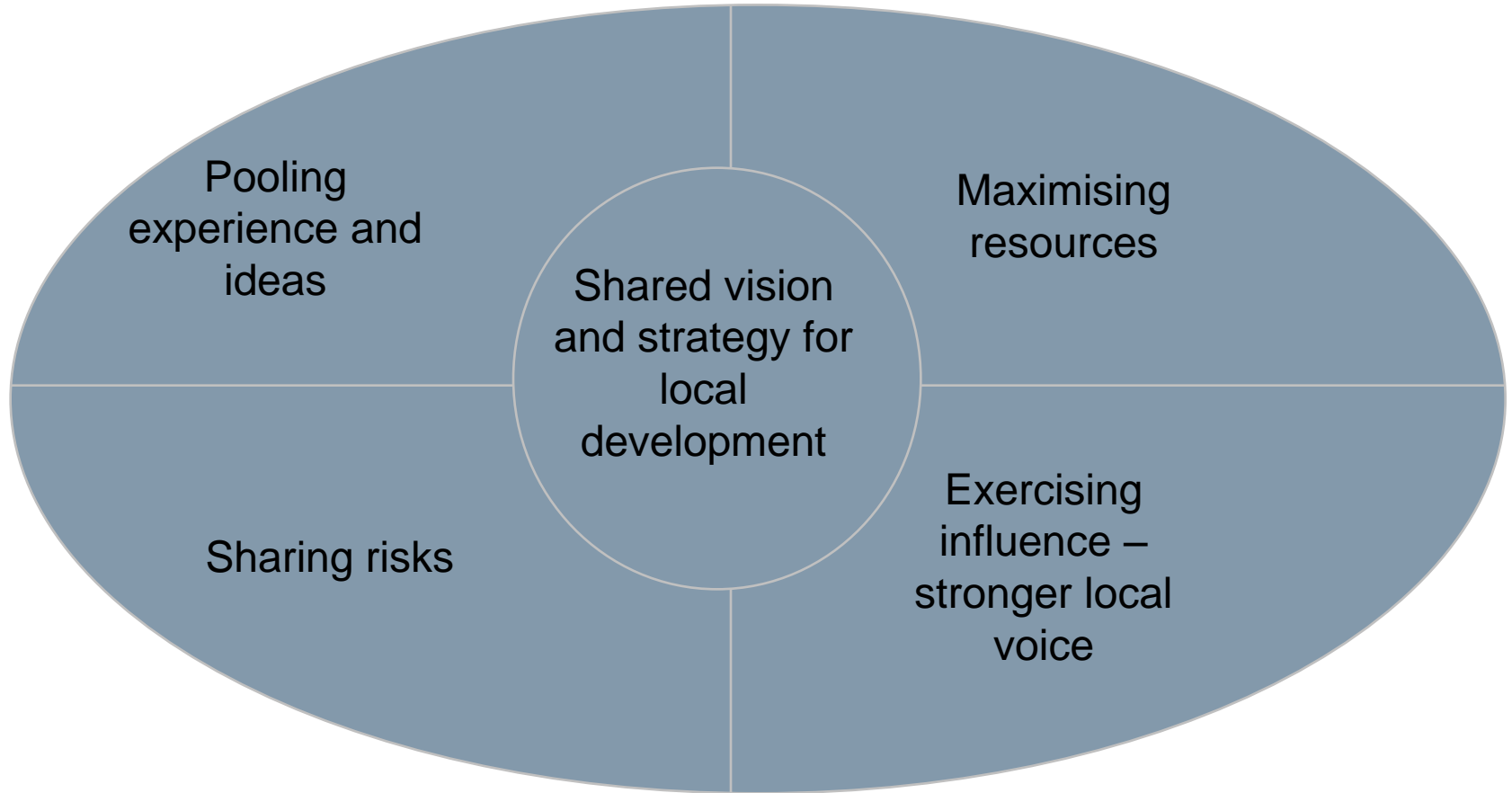
Strategic benefits

- ❑ Development of shared strategic objectives, for example bringing European agendas into the practice of local and regional actors
- ❑ Generation of political and public support and ownership to legitimize action
- ❑ A guarantee that public funds will be used in an effective and needs-oriented way.
- ❑ A new role for the public sector as a catalyst

Operational benefits

- ❑ Efficiency improvements through economies of scale and avoiding duplication
- ❑ Addressing real needs through a multi-level and multi-dimensional process
- ❑ Empowering actors and building capacity through exchange and learning
- ❑ Production of sustainable outcomes as a result of the commitment of partners.

Joined up local
governance



Benefits but also potential costs

- Transaction costs
- Opacity
- Complexity

Not everything needs partnership – what's the **added value**?

Table 8.1 Examples of different forms of local and regional development partnerships

Name	Remit	Location	Source of resources	Scale	Partners
	Economic				
Territorial Employment Pacts	Employment development	EU member states	EU	Regional	State agencies Employers Trade unions
Initiative for Employment partnerships	Labour market and employment policy	Germany	Private and public	Regional	Businesses, business associations, trade unions, public agencies
Greater Halifax Partnership	Economic development	Canada	Public and private sectors	City	Public and private sectors
Regional growth agreements	Economic competitiveness	Sweden	Public and private	Regional	Public and private sectors
Marlborough Regional Partnership	Economic competitiveness	New Zealand	National and local government	Regional	Public and private sectors
EQUAL partnerships	Employment discrimination based on gender, racial or ethnic origin, religion, disability, age, sexual orientation	EU member states	EU	Varies	Public, private sectors, trade unions, voluntary organisations
Workforce development partnerships	Workforce/local economic development	USA	Public sector	Urban	State and other public bodies; businesses, training bodies.
	Social				
Social Inclusion Partnerships	Social inclusion	Slovakia	National government, EU	Municipality	Public sector, NGOs, business, community leaders

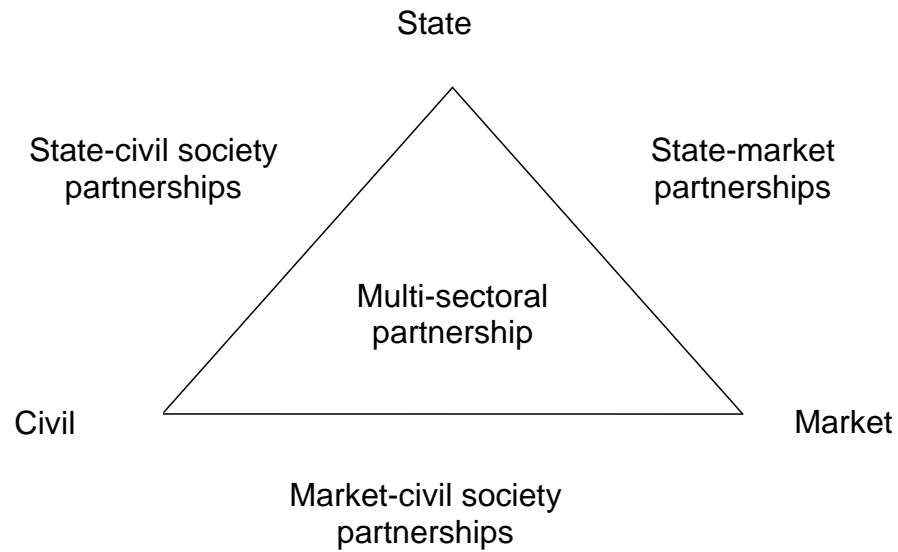
Poverty 3 partnerships	Poverty	EU member states	EU	Neighbourhoods	Public, private, voluntary and community sectors
	Multidimensional				
Community Renewal partnerships	Disadvantage	Queensland, Australia	Federal government	Neighbourhoods	Federal and local government, local community, private sector
LEADER partnerships	Rural development	EU member states	EU	Rural areas	Public, private, voluntary/community sectors
New Deal for Communities	Regeneration of poor neighbourhoods	England	National government	Neighbourhood	Public, private, voluntary and community sectors
Empowerment Zones	Urban regeneration	USA	Federal government	Urban districts	Public agencies, community organisations, business
	Social group				
Pavee Point Partnership	Social justice and socio-economic development for traveller communities	Ireland	EU, other public sector, trusts	Traveller communities	Travellers and settled people
Hiiumaa Initiative	Jobs for disabled young people	Estonia	Estonian public sector, Danish government	Municipality	Public sector, employers, voluntary organisations
Informal economy in Durban	Informal economy women traders	South Africa	Durban municipality	Municipality	Local government, businesses (formal and informal), trade unions.
Ry Partnership	Socio-economic integration of refugees	Denmark	National and municipal government	Municipality	Public sector, businesses, voluntary organisations

Added value from partnerships requires:

- ▣ Clarity about structures and remits
- ▣ Engaging partners: balancing inclusiveness, accountability and efficiency
- ▣ Robust structures and working processes
- ▣ Human and financial resources

Bringing partners together:

- ❑ **Local partners** – local government councillors and officials, local development agencies, public service providers, businesses and business organisations, trade unions, local NGOs etc.
- ❑ Who are the appropriate partners? Balancing inclusiveness and efficiency
- ❑ What skills, expertise and experience will they bring?
- ❑ What contributions should they make?
- ❑ What benefits will they be looking for?



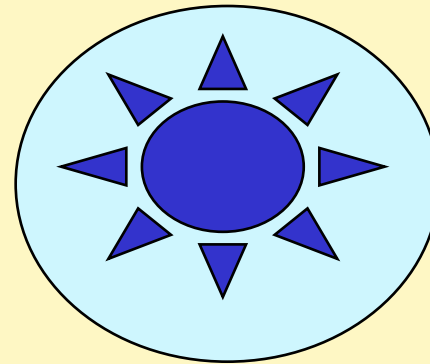
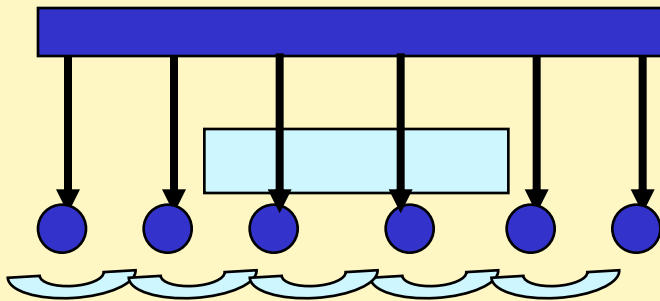
Organising local partnerships – the ‘hard’ infrastructure

What partnership structures may be needed?

- ⌘ Time-limited or permanent?
- ⌘ Decision-making or advisory?

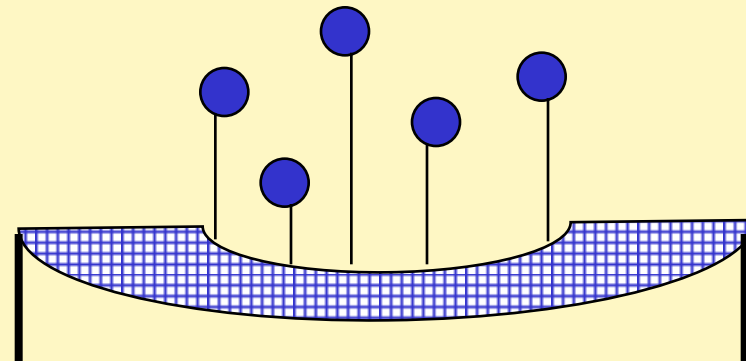
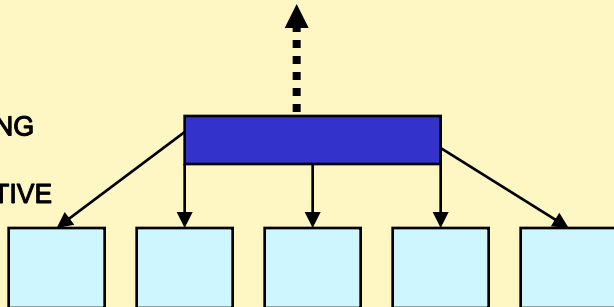
- ⌘ Boards and executives
- ⌘ Wider forums and assemblies
- ⌘ Theme/project/task groups

STRONG
INCLUSIVE
CONVENTION

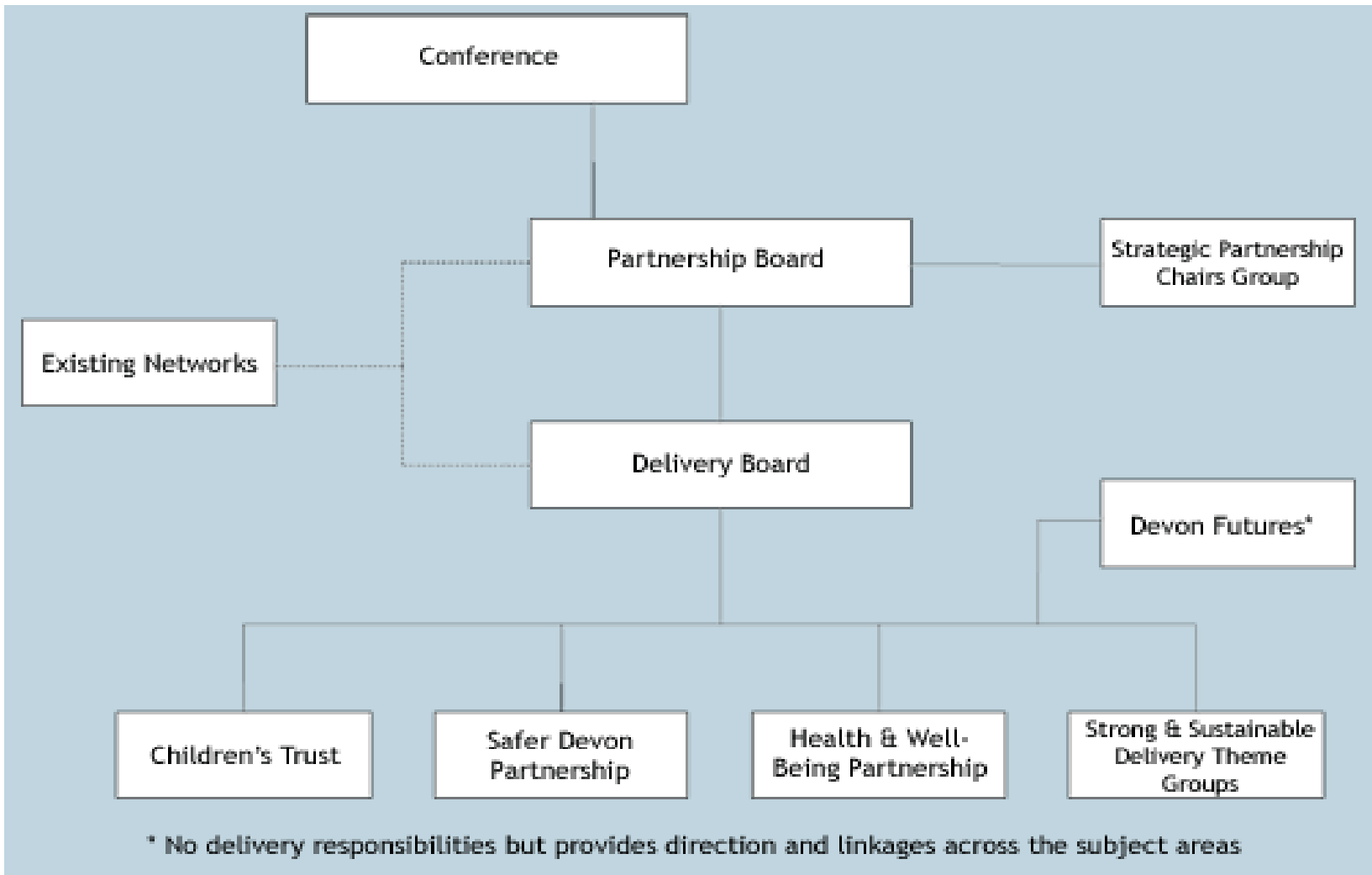


HUB AND
SPOKE

STRONG
EXECUTIVE



SAFETY NET



The 'soft' infrastructure – governance and accountability

- ☐ Trust
- ☐ Leadership
- ☐ Accountability and democracy
- ☐ Capacity building

Resources for partnership

Partnerships need resources of **staff and money**

Staff

- ▣ A partnership team
- ▣ Both managerial and technical skills – negotiation and strategy, financial and project management, evaluation

Money

- ▣ Where will resources come from?
 - ▣ National and European funds
 - ▣ Support from local partners – money and in kind
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- ▣ The problem is often to spend it!

Adding value to local development strategy

- ▣ Adding value implies the benefits of partnership outweigh the costs
- ▣ Benefits must accrue to partners not just the partnership
- ▣ Performance management and evaluation can demonstrate added value