

# FROM RECESSION TO RECOVERY: LOCAL PARTNERSHIPS TO REBUILD EMPLOYMENT

OECD LEED FORUM ON PARTNERSHIPS AND LOCAL GOVERNANCE  
6th Annual Meeting

16 - 17 February 2010, Vienna, Austria

## Agenda

Although the latest economic indicators suggest that a recovery may be in sight, the experience of previous economic downturns shows that it will take a long time before employment gets back to pre-recession levels. There is also a major risk that many of those currently unemployed lose connection with the labour market, leading to structural unemployment.

Rebuilding employment, ensuring progression and accessibility for all is not an easy task. Even during the period of strong economic growth and low unemployment, net wages and income stagnated for a large proportion of the population while income inequalities have increased. In many prosperous regions firms did not see sufficient incentives to invest in and better utilise the skills available in the workforce and the quality of employment has therefore become a neglected issue in some OECD countries. Some groups, such as youth, immigrants and older workers have suffered particularly strongly from the recession and need specialised support to get back into work.

While solutions have already been put in place to address urgent needs, new ways of working are required to create more sustainable, more productive and more equitable employment for the future. New approaches are needed to help people stay and progress in employment. New skills are crucial to the development of a greener economy and the release of its job creation potential. Social entrepreneurship can contribute to providing sustainable solutions to those most at risk of exclusion from the labour market.

Working in partnership is required to address these multiple challenges. Partnerships, many of which were first created to deal with the social and unemployment consequences of previous economic downturns, have accumulated a considerable amount of knowledge and know-how in bringing different stakeholders together, ensuring coordination and policy adaptation to local needs. Today many partnerships are affected by the economic crisis with their funding being reduced, programmes cut and organisational structures reorganised. New ways of working must be put in place for partnerships to be able to continue to perform their roles, which are vital for the recovery.

The 6th Annual Meeting of the OECD LEED Forum on Partnerships and Local Governance to be held in Vienna on 16-17 February 2010 will bring together some 200 representatives of local partnerships, government officials, social entrepreneurs, business leaders, trade unions and academics to review how local development actors are adapting to this new reality and to share new innovations on the ground.

## Day 1, Tuesday - 16 February 2010

8.30 - 9.15

Registration of participants and welcome coffee

9.15 - 9.45

**Opening remarks**

*Rudolf Hundstorfer*, Minister, Federal Ministry of Labour, Social Affairs and Consumer Protection, Austria

*Sylvain Giguère*, Head of the LEED Division, OECD

*Robert Strauss*, Head of Unit, Employment Strategy, CSR & Local Development, DG Employment, Social Affairs & Equal Opportunities, European Commission, Chair of the OECD LEED Forum on Partnerships and Local Governance

9.45 - 11.00

**PLENARY SESSION 1: PUTTING IN PLACE JOBS THAT LAST: WHAT CAN THE LOCAL LEVEL DO?**

*This session will review the impact of the economic downturn on jobs and skills, how labour market policies address the new challenges and what needs to be done to reduce the risk of high persistent unemployment in the future. Lessons from past experience will shed light on the new ways of working required at local level to create more sustainable and more productive employment while also providing solutions to those most at risk of exclusion from the labour market. The presentations will be followed by discussion.*

**Introduction by the OECD**

*Francesca Froy*, OECD LEED

**Integrating workforce and economic development for quality job creation**

*Virginia Hamilton*, Executive Director, California Workforce Association, US

**Rebuilding sustainable employment: the contribution of local employment services**

*Jan Hendeliowitz*, Director, Employment Region Greater Copenhagen & Zealand, Denmark, Chairman, OECD LEED Directing Committee

**An inclusive recovery: tackling disadvantage in a new economic context**

*Nancy Neamtan*, President, Director General, Chantier de l'Économie Sociale, Canada

10.30 - 11.00

**Discussion**

11.00 - 11.30

Coffee Break

11.30 - 17.30

**CONCURRENT THEMATIC WORKSHOPS**

11.30 - 13.00

SUPPORTING JOB CREATION	MANAGING CHANGE	ENSURING INCLUSIVENESS	THE 'ABC' of PARTNERSHIP WORKING
Anticipating new areas of growth: greener jobs and skills	Getting things done: the role of local development agencies	Social economy and social entrepreneurship – a pathway to employment	Creating a partnership: Engaging partners and creating trust

13.00 - 14.00

Lunch Break

14.00 - 15.30

Entrepreneurship and self-employment	Building career clusters: supporting employment retention and progression	The public sector, a source of good quality jobs for all?	Getting things done: How to ensure implementation?
Getting the young into jobs	Re-growing smaller or smarter? - the impact of demographic change on skills and employment	Female employment: a new work/life balance?	Improving partnerships' work: Monitoring, evaluation and auditing

17.30

End of the day 1

18.30

Dinner at a typical Viennese Heurigen (*Schübel-Auer Heurigen, Kahlenberger Straße 22, 1190 Vienna – Nußdorf*)



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## MORNING

### 11.30 – 13.00 CONCURRENT THEMATIC WORKSHOPS

#### 1. SUPPORTING JOB CREATION

##### 1.1 Anticipating new areas of growth: greener jobs and skills

The global economic crisis represents a unique opportunity to restructure the economy in order to meet environmental demands. While at the macro level the implications of climate change are widely acknowledged, it is at the local level that impacts have yet to be considered in detail. In local economies and among the dense networks of enterprises that underpin such economies, there is real concern that climate change mitigation and adaptation in labour markets will simply mean a reduction in the demand for labour as some jobs may be replaced by technology. This concern grows as some job profiles will be transformed and new skills will be required. However, the local level could lead the transition to a greener labour market and a more sustainable economic development if the current opportunity is seized appropriately. This session will address the following questions:

1. What are the impacts on job profiles and skills requirements on the work place;
2. What are the challenges and opportunities arising for the work of public services and other stakeholders in the relevant policy areas; and
3. What are the mechanisms and practices used to facilitate transformation and adaptation to greener demands of local labour markets locally
4. What is the role of partnerships?

**Host: Cristina Martinez, OECD LEED**

##### Contributions by:

*Virginia Jimenez*, Junta de Extremadura, Spain

*Robert Strauss*, Head of Unit, Employment Strategy, CSR & Local Development, DG Employment, Social Affairs & Equal Opportunities, European Commission, Chair of the OECD LEED Forum on Partnerships and Local Governance

*Claudia Krobath*, Energiecenter Lipizzanerheimat, Styria, Austria

#### 2. MANAGING CHANGE

##### 2.1 Getting things done: the role of local development agencies

The decision, by a wide range of local, regional, and national governments to place some or most of their economic development activities under the operational control of appropriately regulated and supervised agency structures, rather than to manage them from a municipal platform, is widespread. One of the means cited to improve economic development is to foster the establishment of Development Agencies which would be local government-led or partnership led agencies, with a remit to lead and co-ordinate local economic development interventions. It reflects an established consensus that economic development activities are unlike the other roles and responsibilities of local governments. They are primarily 'market facing' and involve 'long term' and 'wide area' thinking, and market-based interventions and transactions rather than public service delivery. Local economic development also involves activities with a wide range of stakeholders most of whom do not have votes in local governments because they are either not residents (commuters, visitors, students, entrepreneurs, and innovators who live elsewhere) or because they are companies or institutions (employers, investors, developers, for example). This session will seek to address the following questions:

1. What are the different types of Development Agencies and what can they achieve?
2. When and how should a Development Agency be established?
3. What affects Development Agency's success
4. What are the main problems that Development Agencies encounter and how can they be addressed?

**Host: Debra Mountford, OECD LEED**

##### Contributions by:

*Greg Clark*, Lead Advisor on City and Regional Development, UK Department for Communities and Local Government

*Anna Molero*, Director General, Barcelona Activa, Spain



### 3. ENSURING INCLUSIVENESS

#### 3.1 Social economy and social entrepreneurship – a pathway to employment

Social economy organisations - social enterprises included - have the capacity to create jobs, enhance local welfare and ensure the delivery of community services, also in substitution or completion of the work of public sector organisations. Social economy organisations are particularly well suited to work with 'hard-to-reach' groups (e.g. people with social and/or physical disabilities, such as the long-term unemployed and low skilled, ex-offenders, ethnic minority groups, etc.), who are vulnerable to unemployment, in particular during economic crises. Increasingly, social economy organisations also move into the production of goods and services, which may also be out of their traditional activity area, such as culture, social tourism, communication and environment. The session will focus on the following issues:

1. What enabling environment is required to increase the capacity of social economy organisations to create employment?
2. What are the most successful policy measures to support job creation in the social economy and what are the errors to avoid.
3. What is the role of social economy organisations in fostering sustainable economies?
4. What is the role of partnerships in supporting the work of social economy organisations?

**Host: Antonella Noya, OECD LEED**

**Contributions by:**

*Nancy Neamtan*, President, Director General, Chantier de l'Économie Sociale, Canada

*Josef Hochgerner*, Director of ZSI, Austria

*Larry O Neill*, Chairperson, CPLN Area Partnership, Ireland

## AFTERNOON

### 14.00 – 15.30 CONCURRENT THEMATIC WORKSHOPS

#### 1. SUPPORTING JOB CREATION

##### 1.2 Entrepreneurship and self-employment

Governments across the OECD countries promote self-employment and entrepreneurship as core components of their economic and social development agenda. There is an important local dimension to this. Evidence suggests that programmes around information/advice/guidance, training, simplified registration procedures, access to finance, and business incubation facilities, gain in their effectiveness if delivered in a multi-agency partnership approach. The involvement of beneficiaries in defining priorities and setting the way how support instruments are delivered can make a real difference, not at least as target groups are very diverse and require tailored approaches. The session will discuss in particular issues related to training and skills development for successful entrepreneurship and the impact of 'context' on self-employment and entrepreneurship support systems, that is, how rural and urban areas enhance or impede the effectiveness of support systems. The following questions will guide the debate:

1. What makes self-employment and entrepreneurship support programmes successful?
2. What is the role of partnerships in training and skills development for successful business start-up, survival and growth of young businesses?
3. What is the role of partnerships in rural and urban areas?

**Host: Andrea-Rosalinde Hofer, OECD LEED Trento Centre**

**Contributions by:**

*Eugene Brennan*, Shannon Development, Ireland

*Dylan Jones Evans*, University of Wales, UK

*Herwig Simoner*, bit schulungszentrum, Austria



## 2. MANAGING CHANGE

### 2.2 Building career clusters: supporting employment retention and progression

Quality jobs are important, but it is also important that they are accessible to all local people. In order that communities do not develop a divide between well-paid 'skill-haves' and poorly paid 'skill have-nots', employers need to offer progression opportunities for lower-skilled workers so that they can move up into better skilled jobs over the course of their life time. The problem is that employers are now particularly unlikely to invest in the training of low-skilled staff, and internal career ladders are becoming more and more fragmented. In some communities, public institutions have been working together with employers to re-create traditional career ladders externally. Career ladders and career clusters, offer a useful way of bringing together employment agencies, careers advisors, education and training bodies and industrial consortia to construct route-maps to training and employment for the low-skilled. They also help to make the labour market more transparent which facilitates supply and demand matching. This session will focus on the following issues:

1. What can public policy do, post-crisis, to close the income gap, and ensure more sustainable employment with good career progression for the 'working poor'?
2. Which public agencies should be involved (local government, colleges, employment agencies) and what should be the role for each?

**Host: Francesca Froy, OECD LEED**

**Contributions by:**

*Randall Eberts*, W.E. Upjohn Institute for Employment Research, US

*Sally Sinclair*, CEO National Employment Services Association-NESA, Australia

*Eddy Hectors*, Talentwerf initiative, City of Antwerp, Belgium

*Roland Schneider*, Trade Union Advisory Committee to the OECD (TUAC)

## 3. ENSURING INCLUSIVENESS

### 3.2 The public sector, a source of good quality jobs for all?

Job creation in the public sector has been one of the immediate anti-crisis responses helping to provide employment for hard-to-place jobseekers. However, past experience shows these programmes do not much help people to find permanent jobs in the private sector after leaving the programme. The main reason for this is that participation in such programmes greatly reduces job-search incentives and the managers of these programmes typically have no incentive to help participants to find regular employment. This session will focus on the following issues:

1. What are the critical success factors in ensuring smooth transition from temporary jobs in the public sector to a more stable employment?
2. What is the role of partnerships?

**Host: Ekaterina Travkina, OECD LEED**

**Contributions by**

*Virginia Hamilton*, Executive Director, California Workforce Association, US

*Jan Hendeliowitz*, Director, Employment Region Greater Copenhagen & Zealand, Denmark, Chairman, OECD LEED Directing Committee

*Reiner Aster*, gsub, Germany

*Michaela Vorlauffer*, TEP Lower Austria, Austria

## 16.00 – 17.30 CONCURRENT THEMATIC WORKSHOPS

## 1. SUPPORTING JOB CREATION

## 1.3 Getting the young into jobs

The current economic downturn is reinforcing the need for governments to intervene in the labour markets with the aim of making them more accessible to young people. Young people were hit hard by the current crisis with a high risk of drifting into long-term unemployment, but even before the crisis, in the EU-27 countries, four out of every ten unemployed belonged to the age group 16-29-years-old and in the OECD area around 12 percent of this age group were neither in employment nor in education or training. Effective forms of partnerships between employment and training services, schools and higher education institutions, community based and voluntary organisations, the private business sector, and increasingly also beneficiaries are helping those young people who have great difficulties in entering or remaining in the formal labour market. The crisis added university graduates to these two main target groups. Their chances of entering the labour market are low, as they will need to compete with people, who can offer more experience, know-how and contacts – which is what employers in the end are looking for. The new target group has some very different characteristics to the traditional group of young people with whom employment and training services are used to working with. This renders effectiveness of advice and services more difficult and it also brings up the question of which of the different target groups to put the focus on. This session will focus on the following issue:

1. What are challenges and opportunities for partnerships resulting from the economic crisis?

**Host: Andrea-Rosalinde Hofer, OECD LEED Trento Centre**

**Contributions by:**

*Denis Leamy*, CEO Pobal, Ireland

*Manfred Zentner*, European Youth Research Network, Austria

*Colin Woods*, Department for Employment & Learning, North Ireland, UK

*Maria do Carmo Gomes*, New Opportunities Initiative, Portugal

*Walter Rechenmacher*, Arbeiterkammer Gmunden, Youth Network 'Jugendnetzwerk Salzkammergut, Austria

## 2. MANAGING CHANGE

## 2.3 Re-growing smaller or smarter? - the impact of demographic change on skills and employment

Demographic change is today one of three key challenges for labour markets together with climate change and globalisation/technological change. The crisis has highlighted how mobility of people and ageing of the population are major reasons for up-skilling and making a more productive OECD labour force. The factors are multiple and still little understood. On one hand we have the mobility of people across countries and regions with some communities being at the sending end (resulting in shrinkage of the population – notably post-mining areas) while other areas experiment net gains (e.g. capital cities and regional centres). On the other hand we have communities and entire countries such as Japan or Germany with low fertility rate rapidly ageing in a process that often combines with young people moving out and therefore accelerating the process of shrinkage. Some industry sectors are also ageing at higher speed than others and this is an added challenge for skilling up the workforce and designing training plans (e.g. heavy manufacturing adaptation to low-carbon economy).

The cost of pension payments and fewer workers to pay for them is of course a source of worry for public institutions but there are also other factors equally problematic as the disappearance of the financial base of entire communities, the difficulties in providing services to citizens, the obsolescence of local infrastructure, the increase of criminal activity in shrinking urban areas, the invisible loss of skills and talents and the challenging task for the private and public sector of creating jobs in a context of constant decline/crisis. For some communities the solution has passed from re-growing greener and smaller (e.g. Youngstown in the US); others still need to figure out what to do (e.g. Vorkouta in Russia, Walbrzych in Poland or El Bierzo region in Spain). The session will explore the following issues:

1. How skills and employment are affected by demographic change? How to maintain employment and generate new jobs/businesses?
2. What strategies can be put in place for re-growing greener and smarter? is 'green' and 'grey' employment the solution?
3. How local businesses, especially SMEs, can plan skills development in terms of re-training an ageing workforce?
4. What is the role of partnerships?

**Host: Cristina Martinez-Fernandez, OECD LEED**

**Contributions by:**

*Robert Strauss*, Head of Unit, Employment Strategy, CSR & Local Development, DG Employment, Social Affairs & Equal Opportunities, European Commission, Chair of the OECD LEED Forum on Partnerships and Local Governance

*August Gachter*, Centre for Social Innovation-ZSI, Austria

*Steffi Leipold-Scheck*, COOP[+] Jena, Germany

*Tobias Robischon*, Schader-Stiftung Foundation, Germany



### 3. ENSURING INCLUSIVENESS

#### 3.3 Female employment: a new work/life balance?

Going from recession to recovery and rebuilding employment and accessibility for all, implies paying special attention to female participation in the labour market. Women represent an important reservoir of talents and skills, which is often not fully exploited. Gender inequality within labour markets at the global level persist and the current crisis has resulted in increased inequality and disadvantage for female workers. While vulnerable employment and less well paid jobs, often hallmarks of working poverty, and unemployment has increased for both men and women, women will have to struggle harder to find good quality sustainable jobs once the recession is over given their different positions within economic and social spheres.

Gender equality policies are needed in order to ensure equal economic independence for women and men, as well as to enable the effective reconciliation of private and professional life for both men and women. The session will raise the following issues:

1. What are the most effective tools and strategies to reduce gender inequality in labour markets?
2. How could women be empowered to better participate in economic and social life?
3. How can gender stereotypes be eradicated for future generations?
4. What role can partnerships play in addressing this issue?

**Host: Antonella Noya, OECD LEED**

#### Contributions by:

*Nancy Neamtan*, President, Director General, Chantier de l'Économie Sociale, Canada

*Anne-Charlott Callerstig*, University of Linköping, Sweden

*Andrea Schindler-Perner*, Regionverband Lungau, Austria

*Pier Giorgio Cattini*, Pact for Female Employment, Tuscany, Italy

### THE 'ABC' of PARTNERSHIP WORKING

The 'ABC' sessions aim to support the partnerships that are: a) in their starting phase, b) are facing serious challenges, or c) want to improve some basic features of their work.

**Host: Michael Förchner, Centre for Social Innovation - ZSI, Austria**

#### Session A: Creating a partnership: Engaging partners and building trust

This session will deal with topics as: how to select the right partners, and how to engage them by creating ownership and commitment. Interlinked with this are questions related to building trust by establishing a good legal framework and clear communication channels as well as clearly defined partners' rights and obligations. Another issue will be the necessity of funding provisions for management structures.

#### Session B: Getting things done: How to ensure implementation

Successful implementation is largely dependent on a shared understanding of challenges and agreement on strategic goals as well as on the steps necessary to achieve them. This session will deal with the 'how' to define and agree on common goals, and possible support mechanisms and obstacles to this. Examples of good partnership work plans and related financial provisions will be discussed.

#### Session C: Improving partnerships' work: Monitoring, evaluation and auditing

The last session will concentrate on possibilities for improving the work of partnerships, by defining indicators for success that can be monitored and evaluated. Definitions of success are crucial for the long term viability of partnerships, as they can demonstrate to partners and wider audience the results of working in partnership. And they are important for the internal functioning of any partnerships as visualised positive results will keep the partners interested in the common goals.

## DAY 2, Wednesday - 17 February 2010

9.00 - 9.15

Welcome coffee

9.15 - 10.45

**NETWORKING SESSION: LOCAL INITIATIVES FOR SKILLS, JOBS, SOCIAL INCLUSION AND ECONOMIC DEVELOPMENT**

9.15 - 10.15

**Short interactive sessions**

*The Annual Meeting of the Forum provides a unique networking opportunity for partnership practitioners. This session is open to all Forum members to present their projects, exchange knowledge with peers and establish professional networks and contacts. Two interactive sessions of 30 minutes will be organised featuring discussions around innovative partnership initiatives and other topics of interest to partnership practitioners.*

**Moderated by** [Michael Förschner](#), Centre for Social Innovation - ZSI, Austria

10.15 - 10.45

**Vienna Action Statement on Partnerships: Improving partnership working in a new economic context**

The Vienna Action Statement on Partnerships, agreed at the 3rd Annual Forum meeting in 2007, outlined the key principles and action needed from governments and partnerships themselves to improve local governance and the effectiveness of policies. This session will briefly discuss progress made in the implementation of the Action Statement and changes needed to facilitate partnership working in the new economic context.

Discussion **moderated by** [Michael Förschner](#), Centre for Social Innovation - ZSI, Austria

10.45 - 11.15

Coffee Break

11.15 - 13.00

**PLENARY SESSION 2: LESSONS LEARNT AND THE WAY FORWARD**

*This session will review the key conclusions of the 12 thematic workshops and reflect on how partnerships and other local development actors can contribute to rebuilding employment in a new context and how governments can facilitate partnership working.*

11.15 - 11.25

**Key messages from thematic workshops**

[Ekaterina Travkina](#), OECD LEED

11.25 - 12.45

**Rebuilding employment: the role of local partnerships**

**Panel discussion**

- [Randall Eberts](#), Executive Director, W.E. Upjohn Institute for Employment Research, US
- [Roland Schneider](#), Trade Union Advisory Committee to the OECD (TUAC)
- [Anna Molero](#), Director General, Barcelona Activa, Spain
- [Maria Joao Rauch](#), Partnerships and ESF Expert, Germany
- [Local Partnership representative](#)

**Moderated by** [Greg Clark](#), Lead Advisor on City and Regional Development, UK Department for Communities and Local Government

12.45 - 13.00

**Closing remarks**

[Robert Strauss](#), Head of Unit, Employment Strategy, CSR & Local Development, DG Employment, Social Affairs & Equal Opportunities, European Commission, Chair of the OECD LEED Forum on Partnerships and Local Governance

[Jan Hendeliowitz](#), Director, Employment Region Greater Copenhagen & Zealand, Denmark, Chairman, OECD LEED Directing Committee



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[Ekaterina Travkina](#), Forum Team Leader

[Francesca Froy](#), Co-ordinator for activities on employment, skills and local governance

[Cristina Martinez](#), Policy Analyst, Manager, ESSSA Initiative (Employment and Skills Strategies in Southeast Asia)

[OECD LEED Trento Centre for Local Development](#), Trento, Italy

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Vicolo San Marco 1  
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[Andrea-Rosalinde Hofer](#), Policy Analyst (reviews, capacity building sessions)

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[Eva Rubik](#), Assistant

[Anette Scoppetta](#), Manager of the projects “Coordination Unit of Territorial Employment Pacts (TEPs) in Austria” at ZSI

[Petra Moser](#), Assistant

## FORUM BOARD

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[Hélène Deslauriers](#), Executive Director, Réseau des SADC du Québec, Canada

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