

OECD LEED TRENTO CENTRE FOR LOCAL DEVELOPMENT

INFORMATION BROCHURE



THE ORGANISATION



The Organisation for Economic Co-operation and Development (OECD) is a multi-disciplinary inter-governmental organisation of 34 member countries which engages in its work an increasing number of non-members from all regions of the world, including emerging giants like China, India, Brazil, as well as Indonesia and South Africa and developing economies in Africa, Asia, Eurasia, Latin America and the Caribbean. Through its network of 250 specialised committees and working groups, the OECD provides a setting where governments compare policy experiences, seek answers to common problems, identify good practice, and co-ordinate domestic and international policies. The Organisation's way of working consists of a highly effective process that begins with data collection, policy analysis and benchmarking, then moves on to a collective discussion of policy experiences followed by the identification of good practices and global standards and finally, collective monitoring. Mutual examination by governments, multilateral surveillance and peer pressure to conform or reform are at the heart of OECD effectiveness. The Organisation's core mission today is to promote policies that will improve the economic and social well-being of people around the world.



The OECD Programme on Local Economic and Employment Development (LEED) has advised government and communities since 1982 on how to respond to economic change and tackle complex problems in a fast-changing world. LEED's mission is to contribute to the creation of more and better jobs through effective policy implementation, innovative practices, stronger capacities and integrated strategies at a local level. It draws on a comparative analysis of experience from some 50 countries in the Americas, Asia, Australasia and Europe in fostering economic growth, employment and inclusion. LEED also draws on additional expertise provided by some 100 organisations (sub-national governments, development agencies, business and non-profit organisations) grouped in its Partners' Club and its four forums (the Forum on Partnerships and Local Development, the Forum on Entrepreneurship, the Forum on Social Innovation and the Forum on Investment Strategies and Development Agencies). LEED's work and recommendations are endorsed by 34 governments sitting on the OECD LEED Directing Committee.

HISTORY AND MISSION

2003 - 2016



The OECD LEED Trento Centre for Local Development was established by the OECD, the Italian Government and the Autonomous Province of Trento (Italy) in 2003.

The Centre is an integral part of the OECD (LEED Programme).

The mission of the Trento Centre is to build capacities for local development in OECD member and non-member countries

Trento Centre objectives are:

- ▶ To improve the quality of public policies implemented at the local level through continuous monitoring and assessment of current practices and by using the results of comparative research and studies in the making of policy recommendations and action plans.
- ▶ To develop capacity in the design, implementation and evaluation of local economic and employment development strategies to help grow local economies in OECD member and non-OECD member countries.
- ▶ To promote innovation in local economic and employment development across the globe.
- ▶ To strengthen the relationship between policy makers, local development practitioners and the scientific community and to facilitate the transfer of expertise and exchange of experience between OECD member and non-member countries.

The mandate of the OECD LEED Trento Centre for Local Development has been renewed until 2020 and a new satellite office created in Venice to increase the capacity building offer.

WHAT CAPACITY DEVELOPMENT IS

Capacity development concerns the process whereby people, organisations and society as a whole unleash, strengthen, create, adapt and maintain capacity over time.

It includes institutional development and emphasises the functioning of the overall system, environment and context within which individuals, organisations and societies operate and interact. The work carried out by the OECD LEED Programme through its OECD LEED Trento Centre aims to develop the capacity and abilities of those working in the field of local economic and employment development, in both OECD member and non-member countries, to formulate and evaluate policy options and modes of implementation based on an understanding of the needs, potential and limitations that exist within a locality.



RATIONALE AND MAIN ISSUES TO BE ADDRESSED

Fulfilling local development objectives often requires working across different policy areas in order to achieve effective local strategies.

Taking an integrated approach in the design, implementation and evaluation of local economic and employment development strategies and policies requires high level skills and abilities and implies a long-term, on-going partnership process in which local development actors (including ministries, local authorities, the social economy, professional and business organisations, academics and civil society) actively participate. Thus, at a time when human resources are so much at the heart of economic growth, enhancing capacities and understanding of both local and global economic conditions between policy-makers, practitioners and other relevant stakeholders may more effective responses by localities to the opportunities and threats experienced in a knowledge-based economy by: (i) establishing common strategic objectives; (ii) managing policy conflicts and trade-offs; (iii) co-ordinating labour market, employment and social policies with economic development, beyond the fulfilment of short-term political and business needs; and, (iv) avoiding skills gaps and deficiencies in the local productive systems.



METHODS

The Trento Centre develops specialised programmes of work to support the transfer of knowledge to different levels of government by disseminating OECD policy recommendations, its translation into applied guidance, and to enhance knowledge by the sharing of policy experience.

OECD LEED Trento Centre's activities include:

▶ **“Local development capacity” reviews** to identify the needs and priorities for policy improvement as well as capacities and skills gaps of participating countries and localities. Outputs include: (i) analysis of strengths and weaknesses of current policy approaches; (ii) comparison with international good practice; (iii) the identification of learning models; (iv) policy recommendations; and, (v) action plans to implement the recommendations. Findings from reviews also contribute to the Trento Centre's capacity development seminars.

▶ **Capacity building seminars** organised at the Trento Centre, or in the sponsoring country. These usually last from one to five days (up to 15) gathering between 20 and 60 delegates selected by specific criteria. They are implemented using a wide range of methods at the heart of which lies a peer-to-peer learning process that



addresses the working needs of delegates and seeks to meet their expectations. The methods deployed include theoretical courses, discussions and group work built on real cases (including those brought by participants), partnership and network facilitation, study visits and dedicated meetings with selected socio-economic and governmental actors.

▶ **Workshops and conferences** organised in co-operation with local and international partners to discuss policy issues, promote the exchange of best practice and formulate shared suggestions for cohesion and economic development strategies.

▶ **Studies**, as part of the broader LEED's research framework, are designed to promote knowledge and comparison for local development and employment policies and strategies. Findings from research projects directly contribute to capacity development activities undertaken by the Centre.

FOCUS AREAS

The thematic areas in which capacity development activities can be undertaken reflect the breadth of the OECD LEED Programme's work:

▶ **Supporting skills improvement and good quality job creation.** Labour market policy can contribute to good quality employment by tackling challenges associated with skills, mobility, demography and flexibility. The topics addressed include: better co-ordination of labour market policies; vocational training and economic development; more effective policies and strategies to attract talent, upgrade the skills of the low-qualified and integrate immigrants; and, better management of decentralisation and partnerships.

▶ **Preventing exclusion from the labour market.** Targeted actions are needed to support labour market attachment and prevent the structural unemployment of certain groups who have been affected more than others by economic downturns or who confront long-term obstacles to the labour market. Activities in this area identify and discuss innovations to create mechanisms for social inclusion and to foster social cohesion.

▶ **Unleashing the potential of entrepreneurship, SMEs and the social economy.** Maximising the job creation potential of enterprises in local economies requires comprehensive and integrated strategies to address local market, government and institutional failures. Activities in this area examine the capacity of local economies to support new enterprise creation and the development of small and medium enterprises (SMEs), including social enterprises, and how it can be enhanced through local economic and employment development policies.

▶ **Delivering green growth.** Facilitating the transition to a greener economy, which can contribute to both the creation of sustainable good quality jobs and climate change mitigation. Activities in this area identify approaches to support the adaptation of the public sector to the green economy in view of removing the barriers to the emergence and expansion of greener practices and activities in the private sector.

▶ **Fostering local development through sustainable tourism.** Targeted actions are needed to foster local economic and entrepreneurship development through the orientation of tourism policies and strategies that facilitate innovation and structural changes in the tourism industry. Activities in this area assist and advise in the design and implementation of integrated local development strategies based on sustainable tourism. Ways to integrate and strengthen the tourism industry, to generate new employment opportunities, expand micro and small businesses, and grow local economies are examined.

▶ **Delivering local development, strategic planning and evaluation.** The success of local development depends on a set of framework conditions, institutional capacities, intelligence, leadership interventions and instruments which come together in the design and delivery of local development strategies. This activity assists governments and agencies in the design and implementation of local economic, employment and social development strategies, programmes and initiatives that are able to respond effectively to the challenges of globalisation. Relevant topics that are addressed include: local governance, strategic planning, evaluation, partnerships, finance and investment, policy delivery mechanisms.

PARTICIPATION

Partners can participate to the **OECD LEED Trento Centre activities** by requesting national or local case study assessments and guidance (“local development capacity” reviews) and/or capacity building seminars, workshops or conferences on broad LEED themes. Capacity building seminars for policy makers and professionals can be organised in Trento or in a sponsoring country. Partners may also contribute through the provision of: (i) good practice initiatives and case studies on specific themes; (ii) active assistance in developing international learning models; and (iii) experts for projects and activities.

OUR NUMBERS

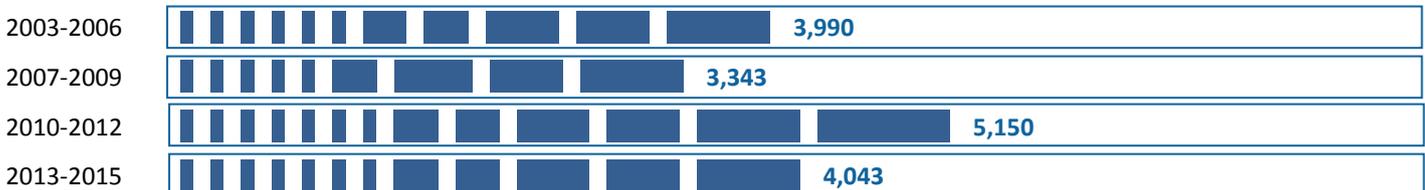
ACTIVITIES

Between 2003 and 2015, the Trento Centre developed or co-developed 613 activities:

- ▶ **220** capacity building events - specialised seminars, conferences, workshop
- ▶ **75** peer reviews
- ▶ **127** studies, working papers and publications
- ▶ **191** international study visits

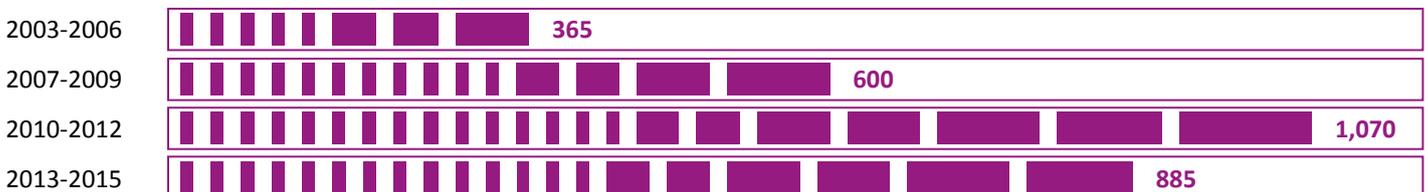
21,795 policy makers and local development officers from **78** countries (OECD members and non-members) have participated in activities organised by the Trento Centre.

Number of participants – Capacity building events



Note: in 2005 the Trento Centre organised 3 large international conferences in Trento gathering more than 750 participants.

Number of participants – Peer reviews



OECD LEED TRENTO CENTRE FOR LOCAL DEVELOPMENT

INFOGRAPHICS 2003 / 2015

2003 2004 2005 2006 2007 2008 2009 2010 2011 2012 2013 2014 2015

GENERAL FRAMEWORK

613 ACTIVITIES



- 220 Events
- 75 Peer reviews
- 127 Publications
- 191 Study visits

21,795 PEOPLE INVOLVED



81 Ministries, Ambassadors, Secretaries of State

78 COUNTRIES:

34 OECD members | 44 non-members



LOCAL FRAMEWORK - THE AUTONOMOUS PROVINCE OF TRENTO

335 ACTIVITIES

of which

- 98 Events
- 104 Study visits



8,558 People in Trento

55%

5,329 TARENTINI INVOLVED



- 417 PAT Officers
- 3,165 local institutions representatives
- 1,747 civil society

DEBIT →
CREDIT ↑

534 ACTIVE COLLABORATIONS with local institutions



100 PRESENTATIONS of Trentino as GOOD PRACTICE

HIGHLIGHTS 2014

13 EVENTS

- of which
- 5 Capacity building seminars
- 1 High level meeting

4 PEER REVIEWS

4 PUBLICATIONS

19 STUDY VISITS

7 EVENTS

- 2 Capacity building seminars
- 4 Contributions/Partnerships
- 1 Summer school

1 PEER REVIEW

The co-operative model

4 PUBLICATIONS

10 STUDY VISITS

HIGHLIGHTS 2015

19 EVENTS

- of which
- 3 Capacity building seminars
- 3 High level meetings

7 PEER REVIEWS

5 PUBLICATIONS

18 STUDY VISITS

10 EVENTS

- 1 Capacity building seminar
- 4 Contributions/Partnerships
- 1 Summer school
- 4 Seminars

1 PEER REVIEW

New and innovative approaches towards international cooperation

5 PUBLICATIONS

8 STUDY VISITS

COMMUNICATION



Home page in 4 languages (EN/FR/IT/ES)

Always updated

Archive of all past activities, outcomes, results



OECDLEEDTrento

114 Videos (interviews, e-learning, outcomes of activities)

265 Subscribers

33,482 Video Views



@OECD_leed

721 Tweets

805 Followers

Live commenting of events



slideshare

OECDLEED

259 SlideShares

Over 20,000 Views

RECENT ACTIVITIES

► **SUMMER SCHOOL: International Summer School for Co-operation and Local Development (Trento, Italy)**

The OECD LEED Trento Centre for local development, the Training Centre for International Co-operation (TCIC) and EAFIT University of Medellin in co-operation with the Trentino Federation of Cooperatives set up in 2010 a joint “International Summer School for Co-operation and Local Development”. The main scope of the Summer School is the promotion of local development, by fostering and enhancing the understanding of public and private actors of the factors which contribute to build local development strategies, starting from the concept of “territorial capital” and its associated characteristics. These are considered the base for any development process aiming at ensuring better lives for a community.

Dates: July 2010/ July 2011/ July 2012/ July 2013 / July 2014 / July 2015

Target: Latin America



► **CONFERENCE: 11th Annual Meeting of the OECD LEED Forum on Partnerships and Local Development (Manchester, United Kingdom)**

The 11th Annual Meeting offered an opportunity to some 350 representatives of local partnerships, government officials, local leaders, youth organisations, social entrepreneurs, business representatives, trade unions and academics to reflect on innovative ways to support local job creation, business growth and effective policy delivery.

Date: June 2015

Target: 3300 members of the OECD LEED Forum on Partnerships and Local Development



► **CAPACITY BUILDING SEMINAR: Developing Tourism Outside of Established Localities (Trento, Italy)**

While its economic importance varies widely in many of the OECD member and non-member countries, it is clear that tourism plays a crucial role in supporting economic growth and social development, in sustaining employment and in generating foreign currency receipts. The 5-day programme was structured around a mix of presentations by invited experts and OECD staff, followed by discussion and group work using case studies and concrete experiences developed by participants prior to the seminar.

Dates: December 2010 / December 2011 / November 2012

Target: Mediterranean area



► **REVIEW: ACTORS Italy - Cultural Attractors for Tourism and Employment in Southern Italian Regions (Italy)**

The OECD LEED Trento Centre in agreement with the Italian Government, is assisting the Ministry of Culture, Heritage and Tourism (MIBACT) in the promotion and support of social and economic development activities in Southern Italian Regions (Apulia, Basilicata, Calabria, Campania, and Sicily) through the valorisation of their cultural, natural and landscape attractions.

Date: May 2014 – October 2016

Target: Italian Ministry of Culture, Heritage and Tourism and Inter-Regional Co-operation Programme Managing Authority on "Cultural, natural and landscape attractions" (AdG POIn)



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