

forum**thematicbrochures**2010

partnerships and environmental issues

Introduction

Area-based partnerships have become an integral part of the institutional landscape in many OECD countries; their contribution to employment, economic development and social inclusion is well known. More and more countries are consequently reshaping their policy management and administrative processes to allow for network solutions to complex problems. Since partnerships are usually formed to match regional and local needs -- in a global economic context --, they can contribute to provide adapted answers to specific solutions and differentiate policy utilisation in a way that suits local issues best.

The main objective of the OECD LEED Forum on Partnerships and Local Governance is to support the work of partnerships through guidance on both policy and practice. To achieve this, it is crucial to better understand the common issues faced by partnerships, and to learn more about the differences and reasons for success.

The Forum THEMATIC BROCHURES series review the experience of partnerships in different countries in combating social exclusion, fostering economic development, addressing the implications of climate change, and creating employment at local level. On each of these themes, partnership organisations which are members of the Forum have shared with us their approaches, strategies and results. This knowledge and practical experience provided an essential part of the material for the preparation of this brochure.

This document has also benefited from the work carried out by the OECD Local Economic and Employment Development (LEED) Programme on this topic, notably through its cross-country comparative project on "Climate Change, Employment and Local Development". For further information on this project and other LEED work related to environmental, economic and social development issues, please visit the OECD website: www.oecd.org/cfe/LEED.

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Environment partnerships in this thematic brochure

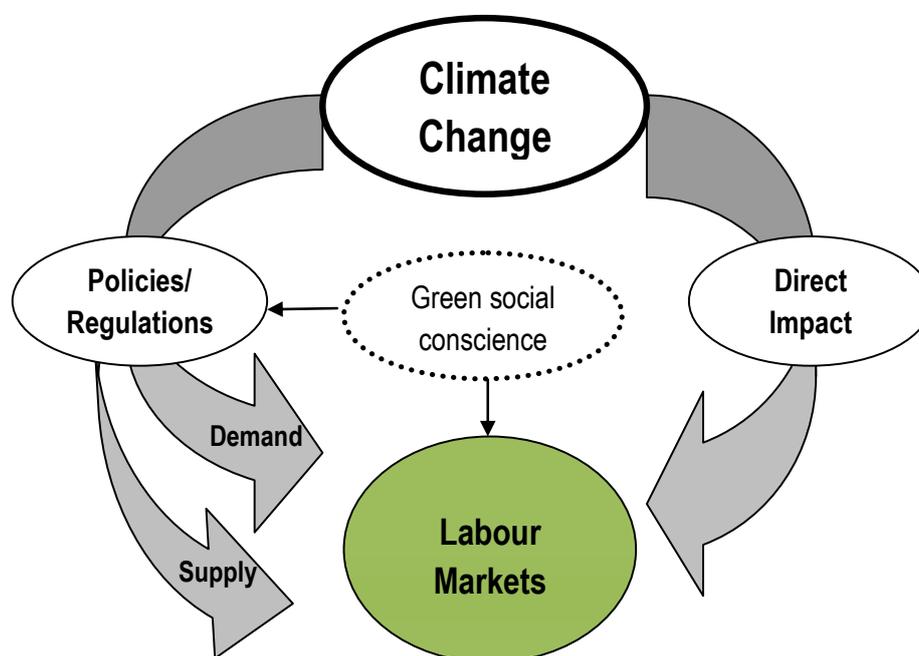
AUSTRIA	Territorial Employment Pact Styria (STEBEP) ECO World Styria
CANADA	Community Economic Diversification Initiative
DENMARK	Kalundborg – Green Industrial Municipality
INDIA	Creative Handicrafts
ITALY	Peccioli
ROMANIA	Fundatia pentru Parteneriat
SPAIN	GESMOPOLI
SWEDEN	Sustainable business hub
UNITED KINGDOM	Sheffield First Environment Partnership
USA	Los Angeles Apollo Alliance Green Jobs Initiative Nebraska Environment Partnerships

1. Partnerships and environmental issues

Climate change and global warming have become the subject of regular news headlines and are receiving major political attention. In local economies and among the dense networks of enterprises that underpin such economies, there is real concern that climate change adaptation in labour markets will simply mean reductions in the demand for labour (OECD, 2008). The debate has changed significantly over recent years: While not long ago environmental approaches were denounced as “job killers” and climate change was considered to be mere speculation, the direction taken in political and economic discussions has shifted, with climate change taken as reality and the necessary changes in the economy as a powerful chance to create new jobs. The economic and employment opportunities became even more highlighted as countries were searching for new stimuli to lead their countries out of the economic downturn of 2008/09. Reflecting and leading the discussion, the OECD Forum 2010¹ explicitly linked the political intervention required to stimulate innovation and jobs in this recovery to clean growth (OECD, 2010b).

Though we speak about a global phenomenon, the consequences resulting from climate change can differ substantially from region to region, altering living conditions as well as economic prosperity and local prospects. Whether these regional effects will have a positive or negative balance depends on a number of factors, which currently can only be partially predicted. What is clear, though, is that regions will have to change and find new strategies to cope with this development while adjusting to the effects (direct and indirect) that climate change will have on their economies and more specifically on the labour markets.

Figure 1: Impacts of climate change on labour markets



Source: Greening Jobs and Skills, OECD 2010

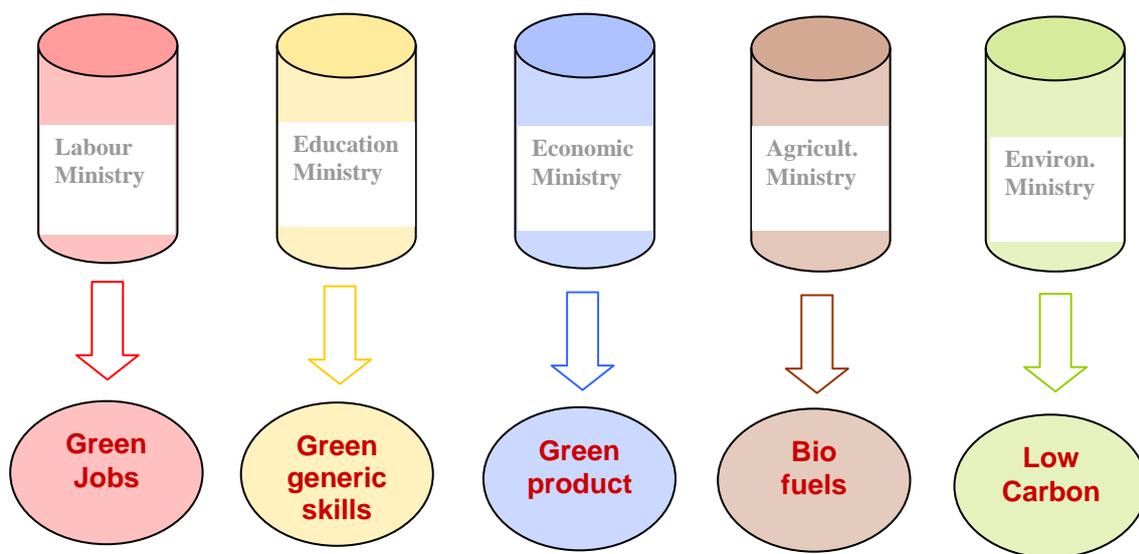
Some regions are already having to cope with negative climate changes (e.g. increasing natural disasters), which restrict their economic prospects. Others have become pioneers of the new opportunities that are opening up, e.g. in the field of eco-industries. And others too are trying to find a balance between economic growth and environmental issues. The transition towards a more environmentally-friendly economy also offers an opportunity for governments, businesses, unions and society to work together on reducing environmental pressures, while tackling economic and social exclusion (OECD, 2009). Hence, new strategies need to be developed, and public institutions as well as enterprises, employees and education and training institutions will need to work together and adapt accordingly. The broader the consensus, the easier it will be to formulate packages of measures to help guide the community through this period of change.

¹ OECD Forum 2010 “Road to Recovery: Innovation, Jobs and Clean Growth”, Paris, 26-28 May, 2010.

Although probably all countries see the need to change and most of them also recognise the requirement for a more fundamental change in many political fields, there seem to be only a limited number of cases where countries are adapting their structures accordingly. Instead of combining all forces to develop this new direction, what can be observed in many countries is the total lack or ad hoc way in which activities are coordinated to address different issues simultaneously; e.g. a trade and industry ministry developing economic support to help firms strike out in this new direction of economic activity, a ministry of labour supporting the up-grading of skills to reduce unemployment, an environment ministry shaping conditions for reducing greenhouse gas, and an agricultural ministry addressing bio-farming.

It would be worthwhile conducting a more detailed analysis to ascertain just why this is the case in many countries. The reasons are probably a mix of *competition* - be it horizontal (between different government ministries and departments), hierarchical (between different government levels), or political (between members of different parties or interest groups) - *structural inertia* and the wish to *balance* the need for change and the stability of the system (in a policy which might be called “change in homeopathic doses”).

Figure 2: Environment issues as policy silos



Source: ZSI.

But whatever the reason for reluctance, there is a need to adapt to these new challenges and this is especially apparent at the regional and local level: While *new industries* might identify development opportunities, others are downsizing at the very same time, with others re-orientating themselves as a consequence of the new market realities. This leads to the necessity for changes in the *labour market*, to prevent unemployment rising in regions with a need for massive restructuring as well as to open up *job opportunities*, including for marginalised groups. *Requalification requirements* will have to be reflected by *education and training* systems, to teach both new generic green skills and new specialisations. The enormous speed at which the low carbon economy is developing (though many say it is still too slow), requires investment in *research* but may also demand better support for enterprises in relation to the *application* aspect. And there is a strong *co-ordinating and regulating* role to be played by central government, including in relation to international collaboration.

Environment policy needs	Environment policy reality
<p>Area-based partnerships</p> <ul style="list-style-type: none"> • with a green growth strategy, based on an in-depth analysis <ul style="list-style-type: none"> - as part of an overall strategy; or - with a sole environmental strategy • close collaboration of partners across sectors • addressing various issues required in green strategies 	<p>Fragmented structures</p> <ul style="list-style-type: none"> • no overall green growth, no overall analysis <ul style="list-style-type: none"> - covering different areas - missing inter-connections • competition between 'partners' alongside institutional and (frequently) political restrictions • addressing single issues required in green strategies

Area-based partnerships offer new forms of *multi-level and cross-sector governance* and are well placed to develop and execute such a strategy of change at the regional/local level and to link local action into major strategies. Usually all or, at least, most of the important regional actors are involved in these partnership agreements, and many have contributed over the years in finding answers to a number of different problems. Surprisingly enough, not many partnerships are yet placing the environmental issue right at the core of their strategy and, taking this at the jump-off point, linking it to other policy areas.

The area-based agreements that do exist seem to be small-scale and concentrate on environmental policy in its core sense: pollution, waste disposal, health and similar issues, without linking it to other policy fields, at least not on a larger scale.

More in line with the partnership approach as a structural mechanism for better aligning multi-level and cross-sectoral governance (as outlined above) are partnerships that have made the environmental industry or environmental protection part of their more traditional activities, be it business support, employment and skills provision or social inclusion. Some excellent examples can be found for these issues. These partnerships have existed before, their original main priority being regional economic development, labour, or social issues, and they have developed to also include environmental issues into their programme of work.

However on the other hand, there are a number of area-based co-operation agreements between private companies, and between companies and public institutions in what might be called public-private partnerships, between different public institutions (public-public) and also between enterprises and NGOs (private-private). And then there are eco-clusters. Though the structures of these agreements differ from a typical area-based partnership (the term standing for agreements between (all) major actors within a region that agree on a common strategy, based on a shared analysis, and which combine their resources to reach their goals), these local /regional activities share many of the same features: a vision shared by various actors, and a strategy leading in the same direction as well as a set of activities mutually reinforcing one another.

This thematic brochure will therefore try to identify some of the key features of those examples, outline good practice, and indicate where policies might develop from here. The examples will not only include formal partnership agreements, but also regional/local initiatives of the same kind. In particular they will highlight:

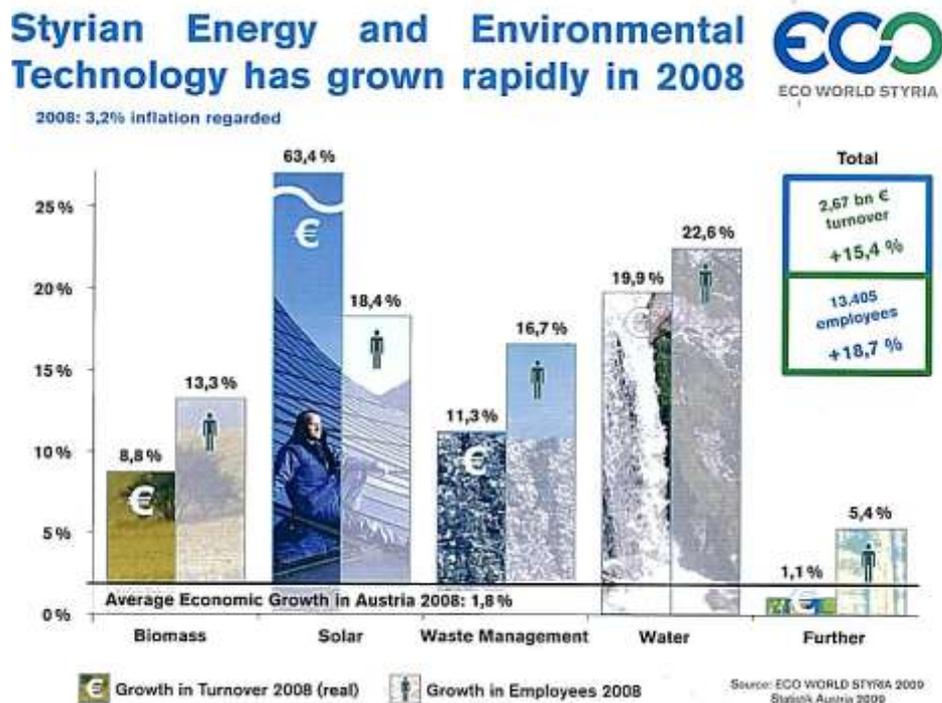
- *Strategies*: there are strategies focussing on regional economic development, on employment and skills and on social inclusion. Environment is thus an issue that cuts across the other major issues relevant to partnership work. "True" environmental partnerships are very limited in scope.
- *Programmes of work and activities*: In contrast to other types of partnerships, those dealing with environmental issues have rather different foci in their work. Some of them deal with "traditional" measures like entrepreneurial support and the upgrading of skills. Others are centred on basic environmental issues, community development and improvement of the civil society as well as social inclusion.
- *Partners and structures*: Two examples are presented in this brochure: one representing a partnership model, where the environment is part of the overall agenda and thus fully included in the structure. The second model describes a public-public relationship of community activities support.

- *Financial resources:* As environment partnerships have rather different agreements and purposes in the wider sense, funding may come from a variety of actors, depending on their main partners and the interest groups involved. There are examples of public funding, public-private funding, and of donor-sponsored initiatives.

2. Policies and strategies of environment partnerships

There is an increased understanding that sustainable economic performance cannot be established while disregarding the environment. Previous fears that environmental issues were lethal to industry and job creation have had no evidence to back them up. Instead there is a number of opportunities opening up, particularly for those regions leading the way. For instance, the Austrian **Province of Styria**, traditionally a mix of highly industrialized regions and agricultural areas, is increasingly turning towards eco-industries². The growth rates both in relation to turnover and employment are impressive, especially when compared to the average. In 2008 alone, eco-industrial turnover rose by 15.4% to almost € 2.6 billion, while employment increased even more, i.e. by 18.7% to more than 13,000 people. Today, there are more than 15,000 jobs in eco-industries, with overall employment in the sector at about 26,000. This compares to an average economic growth rate of 1.8% for the whole of Austria. The high potential of eco-industries is further underlined by the fact that the increase in “non-eco” turnover recorded by the same companies lay at +6.6%, not even half that of the eco-growth rate.

Figure 3: Growth of ECO-Industries in Styria



Source: ECO World Styria 2009³, Statistik Austria 2009.

Styria supports this development in manifold ways: The Provincial Government recently ratified Energy Strategy 2025, defining 5 priorities for action – ranging across energy saving and renewable energy to infrastructure, spatial planning and to research and education⁴. Alongside the content of the programme, there are two prominent references to the regional structure. The need for a powerful, efficient structure, combining institutions inside and outside the Provincial Government, is highlighted right at the beginning of the programme, which by nature cuts across a range of political ambits. The strategy also incorporates community-based local and regional energy concepts that already exist and

² OECD LEED Forum, 2010.

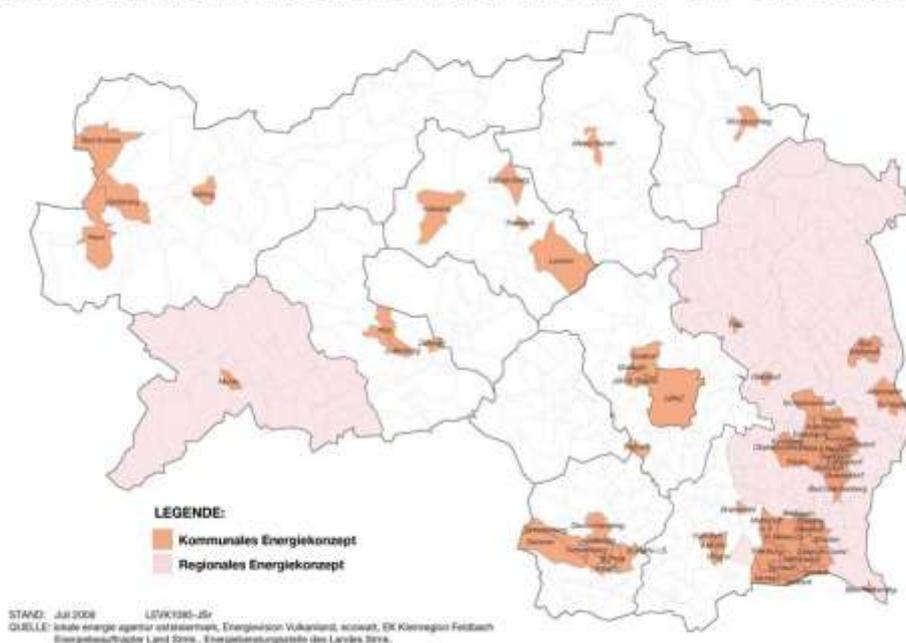
³ Categorisation "Further": energy efficiency, air and soil cleaning, and others,

⁴ Steiermark, 2010.

supports their continued development and improvement. The many different strands are clear from looking at Figure 4, which shows the very localised approach that prevailed until recently. It indicates both potential strength (because of the very localised, bottom-up nature), and potential weakness (because of the lack, until recently, of an overall structure).

Figure 4: Community and regional energy concepts in Styria

KOMMUNALE/REGIONALE ENERGIEKONZEPTE – STEIERMARK



Source: Energiestrategie 2025.

Another albeit separate initiative focusing on entrepreneurial activities was the establishment of **ECO WORLD STYRIA**, the Greentech cluster of Styria; the name also standing for the support structure of the cluster, a limited company in public-private partnership, with the Styrian Business Promotion Agency (Steierische Wirtschaftsförderung, or SFG), the Regional Government and the City of Graz as public shareholders. Its main priorities are:

- Increasing the competitiveness of Styrian enterprises through establishment of services and co-operation projects;
- Establishment of Styria as a leading region for energy and environmental technologies and creator of trends.

With some 160 member companies, many of them belonging to international European business, ECO WORLD STYRIA has become a driving force for regional eco-industrial development (for details on activities see Chapter 4 and OECD LEED Forum on Partnerships and Local Governance, 2010).

Many regions are trying to find a new balance between economic prosperity and environmental issues. While still relying on their traditional sectors, they try to develop new ways of making them 'green'. An excellent example of this approach can be found in the city of **Kalundborg** (DK) – which calls itself the '**Green Industrial Municipality**'. Home to around 50,000 inhabitants, Kalundborg is a leading industrial city with heavy industry investments forecasted to rise to € 1.6 billion within the next decade, which is of course of high importance for the region. On the other hand, the city and the enterprises located there produce about 10% of Danish CO₂ emissions. To combine investment prospects with environmental issues has therefore become the ambitious vision of the municipality⁵. The measures taken cover a wide range of activities, from the reduction of the city's own CO₂ emissions to zero from 2010 onwards, to tight industrial collaboration alongside product range and several cluster initiatives.

⁵ Kalundborg Kommune, 2009.

The **concept of industrial symbioses** was first fully realized in Kalundborg⁶. In a constant process of exchanges, industries are interlinked in a way that one company uses the waste of the other as a resource. Seven key industries are currently collaborating Kalundborg Municipality through more than 25 commercial exchange agreements under which water, energy and other resources are used on a cross-company basis. ‘The positive environmental impact is substantial: viewed annually, CO₂ emissions are being reduced by 240,000 tons, 3 million m³ water is recycled, etc. In addition, numerous by-products should be mentioned, sold as they are to industries located outside the industrial cluster⁷’.

From a strategic point of view it is interesting that the concept was originally developed by local industry to save production costs. The concept was thus developed by enterprises already in place, through their understanding of the need for increased collaboration (private-private partnership). Although the Municipality is a partner in some agreements, there is not a formal partnership framework in existence upon which this industrial ecosystem is built. Nonetheless the model has been in operation for almost 40 years now, though of course partners have changed during this period, as have their products.

The **United Kingdom** is perhaps the best example of a country where partnership structures are used to develop and execute environmental policies. Of these, one of the most interesting is the **Sheffield First Environment Partnership**. Similar to what was said in relation to Styria, Austria, “Sheffield aspires to become a world leader in sustainable development with a growing reputation for innovation and creativity in energy and environmental technology industries...” (Sheffield First Partnership, 2007). Like Kalundborg, it is a concept for urban development. What is special in Sheffield, though, is its embodiment within a coherent development strategy - the Sheffield City Strategy 2005-2010 (updated 2007)⁸. A precise link is established between environmental excellence – quality of life – and business attractiveness. A sustainable approach is seen both as providing high quality living conditions for people and enterprises alike as well as an opportunity for new business activities in relation to the new technologies, thus delivering “new skills and investment and jobs” (Sheffield First Partnership, 2007).

Figure 5: Sheffield – A coherent approach

VISION: Sheffield will be a successful, distinctive city of European significance at the heart of a strong city region, with opportunities for all		
THEME	BIG AMBITION	
What would a successful, distinctive Sheffield look like?	What are the really key things we need to improve?	
Strong economy	Sheffield to have an economy that matches the best cities in Europe	
	Sheffield to establish excellence in its public transport system	
Successful neighbourhoods	Every neighbourhood to be a successful neighbourhood	
Inclusive, healthy communities	Everyone to be able to fulfil their potential through learning and enterprise	
Great place to grow up		
Environmental excellence	Sheffield to be an attractive, sustainable, low-carbon city	
PRINCIPLES		
Prosperity	Inclusion	Sustainability

Source: Sheffield First Partnership.

Sheffield recognises the need to change environmental behaviour in all respects of city life: “...becoming a low carbon, attractive and sustainable city is integral to the city’s social, economic and environmental well-being and its regard to environmental excellence” (Sheffield First Partnership, 2007).

⁶ Chertow et.al., (2008).

⁷ Kalundborg Kommune, 2009.

⁸ The new strategy Sheffield 2020 is currently under preparation, to be approved in March 2011.

Sometimes the environment requires a search for economic activity alternatives. The reason may be a change in local climate or ecological conditions, or may be a change in animal or plant population. One strategy is to defend what you have and fight against change; the other is to search for alternatives like in the following example.

In British Columbia (Canada), there are several programmes⁹ to assist communities in developing alternatives to an over-dependency on primary industry. These programmes try to support a diversification of the community economy which is based on local strengths and opportunities¹⁰. Though the main feature of the programme is economic development, delivered at community level, one of the programmes is directly targeting an ecological problem.

The **Community Economic Diversification Initiative** (CEDI) was set up by the Federal Government of Canada. Delivered by Western Economic Diversification Canada (WD), the CEDI provides financial contributions to rural communities in British Columbia affected by the Mountain Pine Beetle epidemic, which threatens the trees and thus the economic driver of many rural communities. The budget goes to projects that support innovative opportunities for economic growth, job creation and future sustainability.

What makes this programme interesting for our investigation is the way in how it fits to other economic diversification activities. Though funded separately (by the federal state, while most of the budget for other rural diversification programmes comes from British Columbia), delivery is executed alongside the same structures as other programmes (Western Economic Diversification Canada) and the programme links into other activities that are being developed locally by the communities.

Fair Trade Partnerships

As this thematic brochure is about environmental partnerships, it would not be complete without reference to fair trade movements and the changes they bring about for many local communities especially in less developed countries or regions.

Though fair trade primarily refers to the conditions of the trading system¹¹, it brings with it not only just better prices and therefore better income prospects for mainly rural (subsistence) communities in Africa, Asia and Latin America, but can at the same time lead to a substantial improvement in local development; an effect intended by the Fairtrade Foundation. **Creative Handicrafts**, a women's self employment centre in Mumbai (India), which has been in operation for 25 years and our example here, pursues the following objectives¹²:

- Community development;
- Economic development; and
- Capacity building;

With community development, the main aims are to help them organise in such a way that they can be self-sustainable and self-reliant, and to improve their social and health services. Economic development is intended to help improve the opportunity of under-privileged women to become self-employed as well as to provide them with training. Through capacity building, which means personality improvement, education and training and similar activities, women are to put in a position that enables them to compete on the market and to become economically independent as "economic independence is the first step towards self-reliance and empowerment" (Creative Handicrafts 2010).

Activities comprise not just self-help groups and ordinary training, but also a variety of social, childcare and health initiatives as well as a micro-credit system and a legal advice service.

The women are given assistance in relation to marketing, design and similar issues (see chart below).

As with other examples in relation to this issue of thematic reviews, this community initiative is not on the list of our regular network partners. Nonetheless it fulfils typical features of economic development, a social as well as an environmental partnership, and is dealing with all three issues at the same time.

⁹ Rural Community Economic Diversification – BC (REDI-BC).

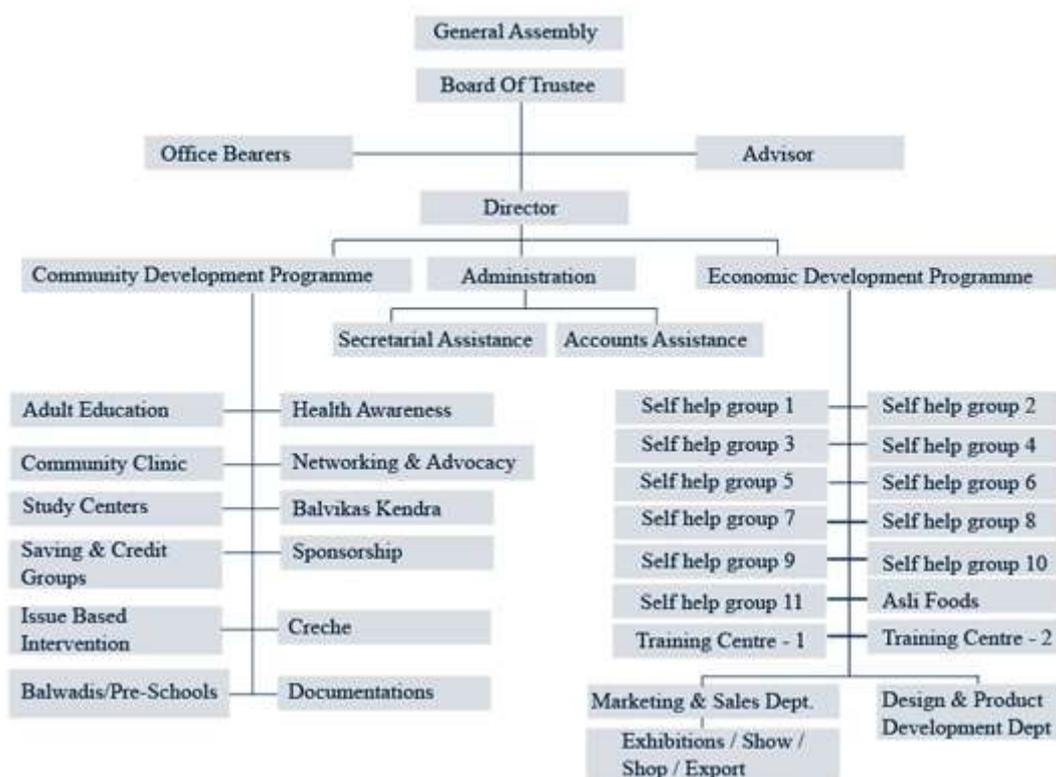
¹⁰ "Diversification transforms rural economies by moving them away from primary activities (like logging or mining) and toward non-primary industries. This happens according to each region's strengths and opportunities. ... Economic diversification is essential to ensuring the survival of our rural communities." (Community Futures British Columbia, 2010).

¹¹ "Fairtrade is about better prices, decent working conditions, local sustainability, and fair terms of trade for farmers and workers in the developing world" (Fairtrade Foundation, 2010).

¹² Creative Handicrafts (2010).

By using the environmental approach of fair trade, it enables women to find a market niche where they can sell their products, and through training, micro-credits and legal advice – an issue typical for economic development partnerships - it helps them to become and stay self-employed. And it is about economic and social inclusion, when one looks at the target group ‘underprivileged women’ and at the social and health issues accompanying the other activities. “The ultimate objective of Creative Handicrafts is to build sustainable communities where respect for the human person is held high and no differentiation based on caste, gender or religion is prevalent” (Creative Handicrafts 2010). It shares this goal with many other fair trade communities located in developing countries.

Figure 6: Creative handicrafts - organigramme



Source: Creative Handicrafts.

3. Partnership structures

Comparatively few partnerships yet have an environmental focus, though numbers might increase over the next years. Where they are dealing with environmental topics, it is usually one out of several priorities they are trying to incorporate into their other work.

The Sheffield First Partnership (UK), one of the UK's 360 Local Strategic Partnerships¹³, serves as an example here. First recognized by Government in 2002, ‘the partnership coordinates the work of a range of different public, private and voluntary agencies and initiatives, reducing duplication and maximising impact by working together, and ensuring that the interests of every sector in Sheffield is represented fairly’¹⁴. In this sense it is not different to most other partnerships in the UK and other countries alike. What is different is that ‘environment’ has been made one of the 5 thematic partnerships of the city¹⁵.

¹³ OECD LEED Forum 2009.

¹⁴ Sheffield First Partnership 2010.

¹⁵ There are other UK Local Strategic Partnership with a similar structure, e.g. the Bradford District Partnership, or Leicester Environment Partnership.

Figure 7: Sheffield thematic partnerships



Source: Sheffield First Partnership

“Sheffield First Environment partnership (SFE) is the city-wide, multi-sectoral, strategic partnership with responsibility for co-ordinating action to deliver this ambition. It is part of the ... Local Strategic Partnership structure within Sheffield.” (Sheffield First Partnership, 2007)

Similar to the overall strategy, the environment partnership’s aim is to ‘bring together key organisations and individuals from the voluntary, community and faith sectors, the public sector and the private sector to work together to achieve environmental excellence in Sheffield and address action for climate change’ and to make Sheffield an ‘attractive and sustainable, low carbon city’¹⁶. Board members include the City Council, representatives from the health sector, environment groups and public transport, universities, the private sector and NGOs. Representatives on the Board hold senior level positions, which means that they can speak in the name of their organisations without having to ask for approval subsequently.

It is the task of the board to lead and deliver a programme with the following key priorities:

- Developing the action plan and strengthening the commitment of all Sheffield First Partnership boards, organisations and networks to support environmental excellence and to tackle climate change;
- Leading a city-wide communication campaign around climate change ;
- Measuring, monitoring and reporting on progress and actively managing performance against city priorities;
- Championing strategies for sustainable design, energy, waste, green and open spaces and transport that deliver against the City’s ambition. (Sheffield First Partnership, 2007)

A completely different form of public-public partnership collaboration between state and communities is found in Nebraska, USA. The **Nebraska Environment Partnerships** (NEP) programme is a state-coordinated initiative through which small communities are supported in their struggle to solve their environmental problems. It is a public-public partnership, intended to develop tailor-made solutions to issues like water, waste, construction and others, including the financing required in respect of them. It is top-down in the sense that it is a state programme supporting communities, and it is at the same time very much bottom-up, as it is executed strictly at the request of and within the framework set out by community decision-makers:

¹⁶ Sheffield First Partnership 2010.

“NEP typically works with communities of 1,000 people and fewer whose needs are as unique as the towns themselves. All work and recommendations made by the NEP are based on the individual community's specific needs. Meetings are held at the request and convenience of local community leaders. The local leaders determine the extent of the NEP's involvement. Decisions remain in the hands of the local community leaders.” (NDEQ, 2010)

Nebraska Environment Partnerships are also a good case study of true environment collaboration agreements which do not reach out beyond their genuine ecological terms of reference. Although the problems of the small communities are much more complex than “mere” environmental issues, many of them are locked in a vicious circle whereby they are becoming increasingly smaller, are home to an aging population and possess a lack of attractiveness both for enterprises and younger, more skilled people. The state-community partnership tries to support them only within a limited spectrum: how can they cope with increasing environmental standards and regulations, given their limited resources and an aging infrastructure¹⁷?

It would be interesting to see this investment linked to a more strategic regional development strategy, attracting at least some business activity and jobs.

One of the divides between good functioning and poor functioning partnerships is the issue of leadership. Being able to develop a vision for a region of community, convincing people, uniting institutions with different backgrounds and interests behind one strategy, making projects work and helping them survive through crises – all this depends to a considerable extent on the persons leading the way. Irish partnerships have always relied on people with entrepreneurial backgrounds to lead their organisations, but there are a number of interesting examples from partnerships where (charismatic) local leaders from different backgrounds play a crucial role.

This is all the more important when major changes in policy orientation are required, as will often be the case when re-directing a region towards a more environmental approach. The mayor of Peccioli in Tuscany, Italy, is described as having such a personality. He was the person who was able to visualise the possibilities that came from the (fundamentally) negative associations that came with having a waste dumping facility in the community environs, and he is described as a being a “collective entrepreneur on behalf of the local community, playing a coaching and leadership role.” (see OECD “*Greening Jobs and Skills*”, 2010)

4. Activities and measures

As has been outlined above, the focus of the environmental activities of partnerships and similar regional networks can vary enormously, from entrepreneurial interests and competitiveness to employment and skills, and may sometimes also combine environmental issues within social inclusion projects. This means that environmental measures can be found in all types of partnerships, but the set of measures they offer differs according to their overall priorities.

Green up-skilling in an employment partnership

Any strategy that tries to open up new competitive areas for a local industry will have to address issues relating to qualifications. Particularly with environmental strategies, there are reports regularly stating that the qualifications needed are not available on the market, both in relation to quality and quantity. In **Styria** (Austria), where the economic crisis had a sudden negative impact on employment opportunities in more traditional sectors (such as the widespread automotive industry), qualified people are increasingly turning towards employment in the much more dynamic environment industries¹⁸.

In mitigating the effects of the economic downturn in a more general way, the energy and environment sector was quickly identified as an engine driving growth. The Provincial Government department for Social Affairs and Labour initiated the idea of creating more and better jobs in this field by providing targeted qualification and skills upgrading services to enable the unemployed to move into the sector. This should help the unemployed as well as the companies, by securing a constant inflow of qualified

¹⁷ “The Planning & Aid unit includes the following programs: Waste Reduction and Recycling Incentive Grants; Litter Reduction and Recycling Grants; Illegal Dumpsite Cleanup; and the Landfill Disposal Fee Rebate Program”. (NDEQ, 2010).

¹⁸ Interview statement.

labour to satisfy growing business demand and support structural change. Consequently, there are two target groups:

- Enterprises of the energy and environment sectors as well as other enterprises that need qualified personnel in energy and environment;
- Unemployed people, who are offered a job in the sector.

To organise this in a coherent way, the main partners of the Territorial Employment Pact of the region (STEBEP), the Provincial Government and the AMS Steiermark, the regional branch of the national employment office, recently agreed to set up the **Mobility Centre Energy and Environment** (Mobilitätszentrum Energie - MZ) as part of the Energy Strategy 2025. It is forecast that some 15,000 new jobs will be created by the measures initiated under the strategy. Individualised and tailor-made qualifications are to be provided to support the restructuring process of the Styrian industry and to help companies to get qualified personnel in sufficient numbers. The package has two priorities:

- **Implacement-Association Energy** (Implacementstiftung Energie), bringing companies looking for new employees together with job-seekers, and providing qualifications tailor-made to the needs of companies, so that future-oriented strategies are supported effectively;
- **Entrepreneur-Network Energy** (Unternehmensnetzwerk Energie), which is a job-adaption programme to improve the matching of companies laying off staff with those hiring people, and to facilitate this process through counselling as well as personnel and qualification management.

The programme, which has just started, is planned to continue until 2016, and shall address Styrian-based companies with at least one field of activity in the environmental sector and to support 1,000 unemployed people in the first 12 months alone.

Cluster networks and business support

Sustainable Business Hub, a network of more than hundred cleantech companies and organizations in Skåne (Sweden), supports business development and export to cleantech companies that sell products relating to energy & CO₂ reduction, waste management, sustainable building and urban development, water treatment, air quality control, energy, renewable energies (biogas for example), efficient transportation and communication for sustainability¹⁹. The SB-Hub supports these organisations with networking, promotes export activities and marketing, coordinates participation in trade fairs, creates cleantech test beds and organises training and education.

Probably the most important strength of the organisation is its ability to create trust between cleantech companies; and between cleantech companies, local and regional authorities and universities in order to develop clusters that enhance compatibility for business opportunities both on national and international levels.

As a result of its activities, several clusters were developed in various “green” areas; ranging from sustainable healthcare, water and cooling to development. This led to the establishment of export links to neighbouring countries in the Baltic Region as well as to China and the UK.

Similar activities are being carried out by ECO World Styria (see OECD LEED Forum, 2010).

Community development and green jobs

To ensure that low income communities participate and benefit from the emerging green economy, the **Los Angeles Apollo Alliance** (USA) was founded in 2006. After a detailed analysis of the possibilities for poorer areas of Los Angeles to participate in the green economy, the Alliance was launched “to train and place low income communities for careers in the green manufacturing and green building sector” (OECD, 2010). Green jobs should be created, green-collar workers trained and a green economy should be built up focusing on low income areas and people.

As a result of this campaign and in an initiative to “green” Los Angeles, twenty-four organisations got together to develop a strategy based on greening over 1.000 city-owned buildings, thus stimulating the local economy and increasing demand for new, greener technology (e.g. green retrofits). Special

¹⁹ Information provided for by Sustainable Business Hub, for further information see www.sbhub.se.

attention was given to ensuring low income communities benefit from the jobs created by this public investment programme²⁰.

Community development and NGO support

An example of another form of community development support is that of Romania's **Fundatia pentru Parteneriat** (Environmental Partnership Foundation). The mission of this partnership is "to support the improvement of the environment and the development of the communities in Romania by contributing to the formation of a sustainable society that enhances democratic values" (Romanian Environment Partnership Foundation, 2010).

Support is being given in form of small grants to:

- Strengthen the Romanian NGO sector through capacity building;
- Encourage civic participation in environmental planning and decision-making;
- Promote cross-sector partnerships for solving environmental and community-based problems²¹.

Current priorities relate to urban ecology, ecotourism and the conservation of biodiversity. Other programme priorities encompass nature protection and urban green spaces, strengthening civil society development as well as other similar activities.

A further interesting activity is the funding of community foundations, i.e. the provision of small budgets given upon establishment of a community organisation intended to collect contributions from individuals and companies within its area and then to provide grants from these budgets for further community improvement.

Mobility management

A completely different field of activities is covered by **GESMOPOLI** in Catalonia (Spain)²². There are 400 industrial areas in Catalonia and the development planning of these was carried out without any regard to mobility efficiency, which has led to bad traffic congestion and high levels of air pollution in the region. GESMOPOLI was launched in response to the need to improve worker mobility and accessibility to industrial areas in Catalonia. GESMOPOLI was a pioneer of these projects as there were no other activities of this kind in Catalonia itself or throughout Spain.

The aim was to identify the main mobility problems and to issue proposals, generate changes in the mobility habits of employees and employers with the consensus of all stakeholders, and create a specific management system based on the implementation of "mobility managers". Mobility plans were introduced for each of the 6 industrial estates in the project; as well as pilot programmes, such as the distribution of free bus tickets to promote public transport; the benefits of alternative transport models, such as car-pooling, were also promoted.

With regard to the actual measures themselves, plans were drawn up for sustainable mobility, local mobility pacts were signed, mobility managers trained and pilot and publicity campaigns were carried out.

²⁰ For further reference, please turn to OECD "Greening Jobs and Skills", 2010.

²¹ Environmental Partnership Foundation, 2010.

²² Information provided for by Environment Department, Diputació de Barcelona, for further information see <http://www.gesmopoli.net/>.

5. Funding provisions and other resources

It will come as no surprise that the funding of environmental partnerships and similar initiatives is as diverse as the actual programmes and structures. Environmental partnerships closer to business will have a bigger share of privately sourced income, while those on the employment side will rely more on public funds. Donor-funded activities again are different from the other types of partnerships we have observed. Here are some examples of the different funding types:

Public-private funding

ECO World Styria: Being a cluster it comes as no surprise that there is a high proportion of private funding of their network management and related activities: 60% of its budget originates from the Regional Government (decreasing in share), and 40% comes from private contributions from their 160 members. The **Mobility Centre Energy and Environment** too has a similar share of enterprise-based contributions to its spending budget. 45% of the training costs are provided for by participating enterprises, the Province pays 32% and the AMS (employment service) 23%.

The **Sustainable Business Hub**, Sweden, is financed from a variety of sources from the private and public sector: the member companies, Region Skåne, the European regional development fund and national funds.

Public and public-public funding

The Government of Canada is investing \$36.6 million in the **Community Economic Diversification Initiative**. Over \$33 million will be invested directly into communities most affected by the Mountain Pine Beetle. The remainder will be used to ensure the initiative is effectively promoted and managed, and that taxpayers receive good value for their money.

Sheffield First Environmental Partnership, being an integral part of the Sheffield First Partnership, is funded by public contributions from the central, the sub-regional and community levels²³.

Donor funding

The **Fundatia pentru Parteneriat/Environmental Partnership Foundation** (Romania) has to rely on donors' contributions to fund its activities. Fully aware of the fact that donor attention was shifting away from the region to other parts of the world also in need, the Partnership Foundation tried to establish stable relationships with several major and a number of smaller donor organisations from the private sector, with US Aid and the European Commission. A major stabilising aspect of the budget was the creation of an endowment which helped increase their budget to over RON 2.1 million (about € 500,000).

Revenue funding

Funding of the activities of an environmental partnership or initiative usually refers to financial provisions needed to accomplish something, but there is also another possibility - **funding received from environmental activities**. In the town of **Peccioli in Tuscany** (Italy) the waste of 40 municipalities (including Florence) is deposited. Peccioli is benefitting from this as the waste is used for biogas, teleheating for hot water supply and the generation of electric energy. Profits from the landfill site and from the electricity production created income for the community and helped finance and improve the local infrastructure and social services, including alternative energy generation using both solar and wind power. The projects based on the landfill have generated over € 250 million in the last 20 years with some 300 jobs having been created (both directly and indirectly)²⁴.

²³ Sheffield First Partnership 2010.

²⁴ For further reference, please refer to OECD "Greening Jobs and Skills", 2010.

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OECD LEED Forum on Partnerships and Local Governance

The OECD LEED Forum on Partnerships and Local Governance is a worldwide network of local development practitioners. The Forum informs its members on local development innovations, organises capacity building seminars and study visits, releases handbooks and training materials, and provides networking opportunities through international conferences and an Annual Meeting held in Vienna. Today the Forum has over 2 600 members in some 53 countries. All institutions and organisations involved in local development may join the Forum. The activities of the Forum are supported by the European Commission, the Austrian Federal Ministry of Labour, Social Affairs and Consumer Protection and Pobal, Ireland.

To learn more on the Forum on Partnerships and Local Governance:

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