OECD Local Employment and Economic Development Programme (LEED)

OECD

About LEED

The OECD Local Employment and Economic Development Programme (LEED) provides practical solutions for how to build vibrant communities with more and better jobs for all. LEED was created forty years ago, when OECD governments were struggling to provide solutions to the jobs crisis of the day and saw a need for an international forum to share innovative approaches to local job creation, social inclusion and economic growth.

Since 1982, LEED has continued to bring together policymakers and practitioners from around the world to identify, evaluate and disseminate promising approaches to local development. In light of the COVD-19 crisis, finding innovative solutions to building resilient local labour markets is more important than ever.

LEED's work is steered by a committee of representatives from ministries of employment and labour, social affairs, economy, and regional development from OECD and non-OECD countries. Many local and regional governments also engage in projects with LEED. The Programme is housed in the OECD's Centre for Entrepreneurship, SMEs, Regions and Cities.

Why our work matters

National averages don't tell the whole story. Local labour market realities can differ as much or more within countries as across them.

The local level is where innovative approaches to job creation and social inclusion can be generated and tested before being scaled up.

An integrated approach to local development considering employment and skills, the social economy, entrepreneurship, and other economic development policies can achieve more than the sum of their parts.

Our approach

Bridging national policies and local communities . . .

» Providing strategies to better tailor national policies to different local realities

» Bringing together policies across all levels of government alongside actions from civil society and the private sector to support integrated local development

. . . and serving as a gateway for local communities to the OECD

» Translating cutting-edge research into concrete guidance on “what works” at the local level

» Creating opportunities for local practitioners, social innovators, entrepreneurs and civic leaders to exchange with international experts and peers

» Bringing the local voice to broader OECD discussions and debates

How to get involved

Receive tailored support and advice

Undertake a policy review to better capitalise on local economic, social and cultural assets

- Assess your policies and programmes in areas such as local job creation; social entrepreneurship; inclusive entrepreneurship; culture and creative sectors or higher education and innovation
- Compare your experiences to those of peer reviewers and international experts
- Get actionable recommendations and a roadmap for how to implement them

Participate in our Forum and events

Become an OECD Local Development Forum partner

- Get privileged access to the latest research and events
- Showcase your innovative practices to an international audience
- Set the strategic direction for Forum activities

Host or participate in capacity-building, peer exchanges and workshops

- Develop new skills and tools that you can immediately implement in your daily work
- Make lasting connections with an international network of policymakers, practitioners and business leaders
- Share your expertise and experience

Access our online resources

Explore and contribute to OECD projects on local development

- Learn from concrete practices in communities all over the world
- Share your lessons learned
- Help build a better understanding of "what works" for local development

Use our online self-assessment tools and data

- Compare your community to others globally on economic and social indicators
- See how your policy approaches stack up against good practices

Employment and skills

Creating quality job opportunities for everyone, everywhere

The world of work is changing. Automation and digitalisation will both create and destroy jobs, but not necessarily in the same places or for the same people. The share of jobs at risk of automation varies over nine-fold across OECD regions. The COVID-19 pandemic has accelerated these transitions, including teleworking, and may alter employment dynamics in both urban and rural settings. As the skills employers demand change, the risk of local skills mismatches is growing, and some disadvantaged populations could be left behind even in more dynamic local labour markets.

Public employment services, vocational education and training institutions, and local governments as well as business and union leaders all have a role to play in creating a more inclusive future of work. Showing how to tailor policies to local labour market realities and better coordinate efforts across these actors is at the core of LEED's work.

OECD Reviews on Local Job Creation provide insights on the local impacts of megatrends like automation and digitalisation, as well as how to integrate vulnerable populations into local labour markets. Almost 30 reviews have been undertaken.

LEED shows how to better align the skills developed by local education and training systems with employer demands. Recent reports include ***Engaging Employers in Apprenticeship Opportunities*** and ***Better Use of Skills in the Workplace***, developed in collaboration with the ILO.

Local governments are increasing their role in providing employment and skills services. Other ongoing projects focus on ***lifelong learning in cities*** and the local dimension of ***economic inactivity***.

http://www.oecd.org/cfe/leed/employment.htm

Did you know?
Local communities have very different capacities to resist and bounce back from shocks. Ten years after the 2008 crisis, unemployment rates had still not recovered in almost half of OECD regions, even prior to being hit by the COVID-19 shock.

Social economy and innovation

Unleashing its full potential to create economic and social value

Interest is growing in how the social and solidarity economy, social entrepreneurship, and social innovation can help address today's most pressing challenges and contribute to achieving the Sustainable Development Goals. Social economy organisations provide new jobs, work integration opportunities, and public goods and services, while boosting local civic engagement in the process. In the face of the COVID-19 crisis, they have demonstrated how they can provide rapid response solutions, while also contributing to a new vision for more inclusive and sustainable economies and societies over the long term.

LEED has been at the vanguard of these issues for decades. We help countries, cities and regions

make the most of this sector, for example by improving legal frameworks and access to finance, and supporting a new generation of social entrepreneurs. LEED is further shaping the international debate through membership in the EC Group of Experts on Social Economy and Social Enterprises (GECES) and of the UN Inter-Agency Taskforce on Social and Solidarity Economy.

LEED's work on ***social entrepreneurship*** includes policy reviews, policy briefs, thematic reports, capacity-building seminars, and peer learning opportunities.

The ***Better Entrepreneurship Policy Tool*** offers an online self-assessment and accompanying workshops to help cities, regions and countries reflect on their policies for inclusive and social entrepreneurship.

Building on extensive work between LEED and the European Union, an ambitious new effort is underway to ***increase the scale and impact of the social and solidarity economy globally*** through improved legal frameworks and social impact measurement, as well as international peer learning partnerships.

http://www.oecd.org/cfe/leed/social-economy/

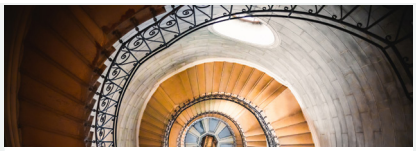
Did you know?
The social economy is estimated to account for 6.3% of employment, representing 13.6 million jobs and 8% of GDP across 28 European countries.

Culture, creative sectors and global events

Strengthening the benefits for local development

Cultural and creative sectors are drivers of local job creation and innovation, while also fostering inclusion and well-being. However, culture and creative sectors are one of the sectors hit hardest by COVID-19 social distancing measures, and a high share of small firms and freelancers make the sector even more vulnerable. With the right frameworks in place, global events can also help host cities and regions stimulate local growth and inclusion, creating a lasting positive local legacy.

LEED works with governments, private sector representatives, and other international organisations to identify the tools and approaches to shore up these sectors and make the most of these assets for local development.



LEED recently partnered with the International Council of Museums to produce ***Culture and Local Development: A Guide for Local Governments, Communities and Museums***, which has been tested by more than 20 museums and cities and is available in multiple languages.

LEED is breaking new ground with work on measuring the ***weight of culture and creative sectors*** in local economies. It is also examining how to address local skills gaps and business support needs, and innovative approaches to public and private financing for arts and culture.

The ***OECD Recommendation on Global Events and Local Development*** provides internationally agreed principles on how to design and deliver global events such as the Olympics, Expos, or festivals so that they provide long-term local development benefits. Ongoing work, including to inform legacy planning of the Paris 2024 Olympics, is helping to turn these global standards into concrete actions.

http://www.oecd.org/cfe/leed/culture.htm

Did you know?
Culture and creative sectors account for between 0.8 to 5.5% of employment across OECD regions, with capital regions generally having the highest shares of creative employment within countries.

Entrepreneurship and economic transitions

Cultivating more and more successful entrepreneurs

By diversifying economies, promoting innovation and creating jobs, entrepreneurship is at the heart of local development. Yet the conditions for entrepreneurial success vary greatly across regions and cities, from access to skilled workers and appropriate markets, to the start-up or scale-up of entrepreneurial support systems to facilitate economic transitions.

Beyond the economic benefits, expanding entrepreneurship opportunities for underrepresented groups can also be a tool for fighting social exclusion. LEED examines how governments, higher education systems and other local stakeholders can strengthen entrepreneurship to achieve both economic and social benefits. In light of COVID-19, this dual mission is even more important. Much of this work is undertaken in partnership with the European Commission.

The ***Missing Entrepreneurs*** series examines how public policies and programmes can support youth, women, migrants, the unemployed, seniors and other underrepresented groups in business creation and self-employment. The Better Entrepreneurship Policy Tool also supports inclusive entrepreneurship.

With an interactive web tool, country reviews, and peer learning opportunities, the ***HEInnovate programme*** promotes entrepreneurship teaching and learning in higher education systems and institutions. New work focuses on the ***geography of higher education***, to strengthen linkages between higher education institutions and local development.

LEED also examines how to ***strengthen local entrepreneurship ecosystems***. Themes include how cities and regions can diversify into emerging industries, and how to strengthen locally-delivered business development services, including through digital tools.

http://www.oecd.org/cfe/leed/entrepreneurship.htm

"We need to mobilise all entrepreneurial talent, in all its forms, to build an inclusive, fair and competitive European Union. Specifically to help the EU economy recover from the COVID crisis and support it in the green and digital transition, all innovative entrepreneurial talent is needed. Our partnership with the OECD on inclusive entrepreneurship policy contributes to building an economy that works for people. The body of work, including the Missing Entrepreneurs reports and the Better Entrepreneurship Policy Tool, provides important inspiration and advice to local, regional and national authorities, as well as social partners, for developing stronger policies and programmes to support everyone interested in entrepreneurship, irrespective of their background.

Joost Korte
Director-General Employment, Social Affairs and Inclusion
European Commission

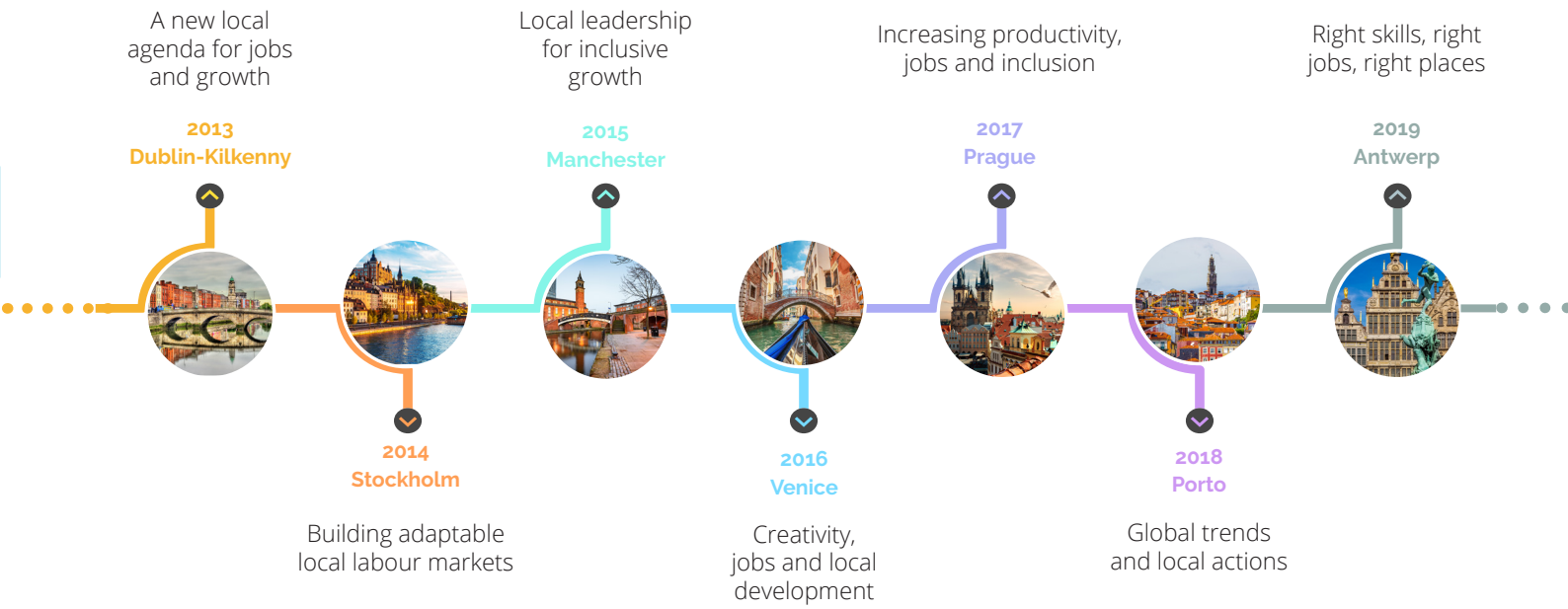
The OECD Local Development Forum

Connecting practitioners, entrepreneurs and social innovators

Created in 2004, the OECD Local Development Forum has thousands of members from dozens of countries. Through an annual conference, workshops and webinars, as well as the dissemination of best practices and OECD research, the Forum:

- Discusses the latest trends shaping local development, and how employment, entrepreneurship and social innovation policies can respond
- Facilitates networking and knowledge exchange among a global community of policy makers, social innovators, and practitioners
- Leverages the experiences of its members to identify and share best practices
- Builds awareness on the need for national governments to "go local"

The Forum's annual conference attracts hundreds of international participants and is an opportunity to showcase local actions. Forum members can also host workshops throughout the year to deepen knowledge exchange and capacity building on specific topics, such as local responses to the future of work. Recent and upcoming workshops include those in Washington, DC, Luxembourg, Paris and Barcelona.



How to get involved

Join as a Forum partner
Becoming a Forum Partner allows you to help steer the direction of the work, tap into an international network and gain global visibility. National, regional and local governments, associations, civic society organisations, and firms – from large corporations to small start-ups – are all welcome to join.

Host the annual conference
Hosting the annual conference is a unique opportunity to showcase your city/region to hundreds of policy makers and practitioners from across the world, boost your international recognition, and shape the debate on local development.

Host a workshop or side event
Host a Forum Workshop to go in-depth on specific topics, while building your networks and international exposure in the process.

Attend an event
E-mail us to sign up for our newsletter to stay up to date on the latest in-person and virtual activities.

The Forum Board – which includes representatives from the LEED Directing Committee, as well as local and regional government associations and practitioner networks – sets the agenda for the Forum's work.

Some of our partners include:

CEDEC
Building Stronger Communities Together

nesa
national employment services association

Swedish Association of Local Authorities and Regions

W.E. UPJOHN INSTITUTE FOR EMPLOYMENT RESEARCH

cetb
Bord Oideachais agus Oiliúna Chorcaí
Cork Education and Training Board

Gesellschaft für soziale Unternehmensberatung mbH
gsub

Contact us at local.forum@oecd.org to learn more.
http://www.oecd.org/local-forum/

The OECD Trento Centre for Local Development

Building capacities and conducting cutting-edge research for local development

Founded in 2003, the OECD Trento Centre for Local Development offers an extensive **capacity building programme** consisting of academies, workshops, seminars and tailored support for local leaders. Thousands of policymakers and practitioners from over 75 countries have participated to date. In Trento, capacity-building is based on an active, participatory approach, with participants learning from concrete examples in each other's communities, "field visits" to local initiatives, and via international experts and speakers.

An example of a capacity building activity is the **International Summer School on Community and Local Development,** which recently celebrated its 10th anniversary. Hundreds of local development practitioners from Latin America have attended the school. Other activities include the Winter Academy on Tourism Management for UNESCO Designated Sites in Natural Areas, the Summer School on Local Development Strategies and European Projects, and the Summer Academy on Cultural and Creative Industries and Local Development.

The Trento Centre also hosts **the Spatial Productivity Lab**, a dedicated research laboratory that generates and disseminates knowledge on the complex ways regional and local processes are linked to productivity performance at the subnational level. The Lab works with local and global partners to address the challenges faced by regions, cities and rural areas in supporting and stimulating their growth.

The Trento Centre is supported by the Autonomous Province of Trento (Italy) and the Autonomous Region of Trentino-Alto Adige/Südtirol (Italy).

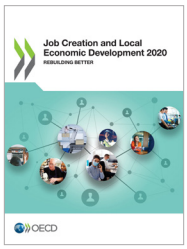
http://www.oecd.org/cfe/leed/trento.htm

"Throughout the COVID-19 emergency, the OECD Trento Centre provided data and key support to Italian decision makers. It was extremely important to have access to information on international practices in a vast array of policy areas and continuously be able to compare our own decisions to the ones taken in other countries. The OECD contribution also fostered co-operation between central and regional governments, allowing a clear picture of the overall response of the Italian public sector to the emergency. In government, as in life, having high-level partners is crucial, especially in hard times: the OECD Trento Centre has proved to be one.

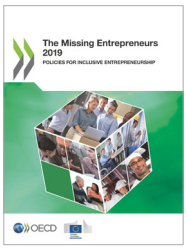
Gian Paolo Manzella,
Former Undersecretary for Economic Development, Italian Ministry for Economic Development.

Tap into LEED's resources

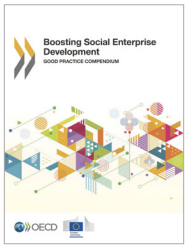
Recent reports and best practices guides



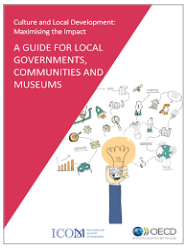
Job Creation and Local Economic Development



The Missing Entrepreneurs

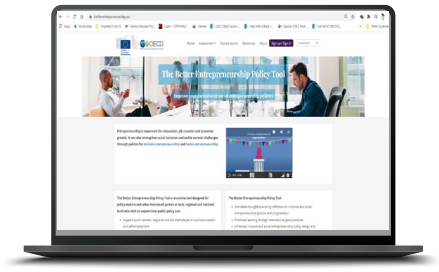


Boosting Social Enterprise Development

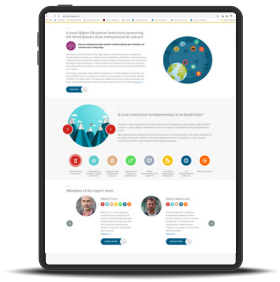


Culture and Local Development: A Guide for Local Governments, Communities and Museums

Interactive web tools



Better Entrepreneurship Policy Tool

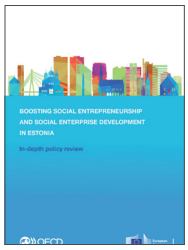


HEInnovate Self-Assessment Tool

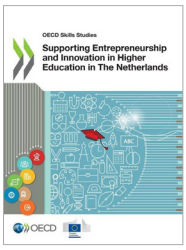
Contact us if you are interested in organising a workshop on how to use these tools

National and local reviews

Local Job Creation

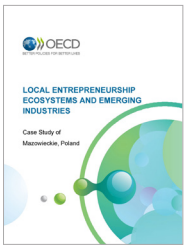


Boosting Social Entrepreneurship and Social Enterprise Development

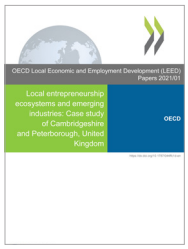


Supporting Entrepreneurship and Innovation in Higher Education

Museums and Local Development

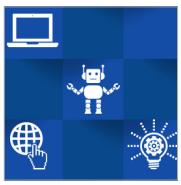


Local Entrepreneurship and Emerging Industries



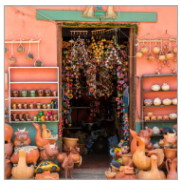
OECD LEED Papers

Forum, capacity building and events



OECD Local Development Forum

Trento Centre for Local Development



International Summer School on Community and Local Development

Summer Academy on Cultural and Creative Industries and Local Development

Contact the LEED team

The LEED Secretariat, housed in the Centre for Entrepreneurship, SMEs, Regions and Cities, has an international staff working out of the OECD's headquarters in Paris as well as the OECD Trento Centre for Local Development in Italy. With backgrounds in economics, policy analysis, and statistics and experience in national and local public administrations, the private sector and the social economy, we bring a multidisciplinary and practical perspective to all of our work.

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About the OECD

The OECD is a multi-disciplinary inter-governmental organisation of 37 member countries which engages in its work an increasing number of non-members from all regions of the world. The Organisation's core mission today is to help governments work together towards a stronger, cleaner, fairer global economy. 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. More information is available at www.oecd.org.

About the Centre for Entrepreneurship, SMEs, Regions and Cities

The Centre helps local, regional and national governments unleash the potential of entrepreneurs and small and medium-sized enterprises, promote inclusive and sustainable regions and cities, boost local job creation and implement sound tourism policies. More information is available at www.oecd.org/cfe.

More information: oecd.org/cfe/leed/

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