



International Partnership Fair / 2nd Forum Meeting of the OECD LEED Forum on Partnerships and Local Governance

Foreword from the Deputy Head of LEED Programme, OECD

The International Partnership Fair / 2nd Meeting of the Forum that was held in Vienna on 13 - 15 February 2006 marked the emergence of a new dimension to the activities of the Forum: capacity building. After eighteen months, the network's maturity has reached a level that allows the Forum to venture into this area of work, a critical one for the success of partnerships.

The human factor in governance is paramount. As much as we would like national policies to be better co-ordinated and adapted to local conditions, and to see business and civil society participating in the orientation of measures, working towards this has proved to be an uphill

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struggle. There are a large number of administrative, legal and cultural obstacles to tackle before we can make progress on achieving an integrated approach to policy making. In many countries, efficiency objectives have superseded those of good governance, and to be acceptable, progress in governance will also have to be matched by strict accountability principles.

One of the main aims of the OECD LEED Programme is to find more systematic ways to achieve co-ordination, adaptation and participation. Significant efforts are being devoted to this issue as part of a ten-country project that seeks to identify ways to integrate employment, skills and economic development. But while work is underway, we must acknowledge the importance of people in seizing opportunities of, and overcoming obstacles to policy integration. Whichever policy initiative we examine, for instance skills upgrading or local integration of immigrants, we find that local capacity is key to success.

The International Partnership Fair built on this logic and organised 350 bilateral meetings for managers and members of partnerships from 33 countries from Europe, America and the Asia Pacific region, who shared the results of their experience. In addition, interactive discussions sessions were held on two topics of critical importance for capacity building: how can partnerships identify and tackle skills gaps within their structure and membership? How can the governance outcomes of partnerships be tracked and evaluated? This approach was found to be particularly helpful by a number of partnerships (see Partnerships' reflections on page 4).

I'm pleased to announce that the Forum will build on this success and enhance its capacity building profile over the next 12 months. An interactive learning session for partnerships will open a one-year capacity building cycle in the autumn. It will be followed by the organisation of thematic study visits and bilateral exchanges between mentors and participants. Further focused exchanges and applied workshops will be held at the 3rd Meeting of the Forum early 2007. And the lessons learned from this capacity building cycle will be summarised in a capacity building session later next year (see more details on page 12). The OECD LEED Trento Centre for Local Development, which specialises in capacity building for local development, will provide essential support to these activities.

It is my wish that you will be able to bring your expertise and experience to this challenging exercise and contribute to raising the skills levels and capacities of local partnerships.



Sylvain Giguère
Deputy Head of LEED Programme, OECD



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Conference Highlights



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Success story International Partnership Fair At the 2nd Meeting of the OECD LEED Forum on Partnerships and Local Governance (13 - 15 February 2006, Vienna) 240 partnership experts from 33 nationalities exchanged their knowledge on partnership practices. The design of the Fair offered participants possibilities to take part in intensified discussions at partnership stands, discussion groups and information desks. In total, more than 350 “official” meetings were held during the sessions of the International Partnership Fair, followed by numerous informal discussions, which took place on an individual basis.

>> Fair design The design of the Fair enabled interactive exchange in relation to core aspects of partnership working such as defining aims and objectives, drawing up strategies, bringing on board partners and developing tools and instruments. The Fair was organised in ten sessions, each lasting one hour, where small groups of up to six participants discussed practical aspects of partnership working on an informal basis. The Fair was based on the approach taken by the European Commission in Turku (1998) and Brussels (1999), and the Austrian Co-ordination Unit of Territorial Employment Pacts in Vienna (2001). The Conference design is exceptional in that it allows an effective exchange of practical experiences and provides opportunities for partnerships to build joint co-operative projects. The Fair concept was highly appreciated by the participants: Polish, Portuguese and Hungarian participants, for example, stated their interest in “copying” the Fair and organising a similar event in their countries. Our Hungarian colleagues are already circulating invitations to their “International Project Fair”, which will take place in Budapest in April 2006 (see “news & events” on page 15). <<

“The Fair clearly showed why the partnership concept brings added value.”

Fair Participant

>> Fair participants The conference was organised for partnership practitioners as well as policy makers. Partnerships in the field of employment, social policy and economic development were present at the Fair together with various international organisations and institutions, such as EC, ILO, OECD and UNDP. The success of the Fair is due to the participants, who were all highly motivated, enthusiastic and both willing to share knowledge and interested in learning from others. Special thanks go to the partnerships presenting, who did this with enthusiasm despite the fact that they often had very demanding time-schedules. <<

>> Fair results As described in the article “International Partnership Fair in numbers” on page 10, the major aim of the Fair, to provide an opportunity for participants to exchange knowledge and best practice in relation to core aspects of partnership working, was achieved. In addition, progress was also made on developing an overview of the existing partnerships working in the Forum countries and on actively discussing how the instrument could be applied in other countries. Despite this success it was clear that the participants preferred to discuss projects developed by their partnerships, as opposed to partnerships as such, as results on the project level can more easily be illustrated. It is much more complicated to show the overall impacts of partnerships, at least partly because of their multi-level, multi-dimensional and multi-sectoral approaches. Special attention was therefore given to partnerships within the discussion groups, which focussed on effective capacity building and partnership performance indicators (see page 6). As regards feedback from the Fair participants, please see page 10. <<

Information on the Fair, including descriptions of the 33 presenting partnerships is still available at www.partnershipfair.zsi.at. If you need additional information, please contact office@forum.zsi.at.

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Partnerships' reflections



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Interviews with partnerships Three questions were asked of all the partnerships presenting at the International Partnership Fair in order to capture specific information regarding what partnerships had learned, what they felt they would be able to transfer to their daily work and on what topic they had received the most helpful input. The partnerships were also asked whether they had made useful contacts with whom they would be able to share information and co-operate in the future.

>> Key learnings from the Fair Out of the 33 partnerships who presented at the Fair, 14 primarily focused on employment, 10 on social issues and 9 on economic development. Despite the fact that partnerships differed in their fields of work, most of them indicated similar learning points from the conference:

- _Partnerships need adequate time to create sustainable structures, to build up trust and confidence and to sharp the purposes and roles of the partnerships;*
- _Patience is a key element of successful partnership;*
- _Necessity of stable financial environment for the partnership and for its projects; and*
- _Involvement of all appropriate partners from the start with special focus given to enterprises/companies and trade unions.*

Although the term "partnership" has diverse meanings in various countries and partnership models vary significantly, the experts at the Fair consistently identified the following issues as being particular challenges for partnership working: *communication, measuring impacts, engaging stakeholders and workforce development.*

The majority of the partnerships presenting at the Fair stated that the opportunities to exchange knowledge and best practice examples in relation to core aspects of partnership were highly valued. This is reflected in the statements below:

"An important moment at the Fair was the possibility to discuss our model with other countries. In addition we also saw that we have a lot of work in the future, but that we go in the right direction." Partnership representative from Portugal

"Challenges of partnership are often alike it does not matter how high the unemployment rate is, how the funding and the structures of the partnership are established - to find a common view, common strategies and measures, this is what partnership is about." Austrian partnership representative

"There is no doubt that our world is truly shifting from a market economy to a network economy. In order for a society to continue to exist, it is not going to depend so much on the sale of goods rather than on the exchange of ideas and sharing knowledge, experiences and collaborative partnerships." American partnership representative

Most of the partnership representatives informed the organisers that they learned a great deal, not only from the presentations but also as visitors of stands. Likewise, the partnerships reported that the strong, relevant and targeted questions polled by visitors had contributed to an effective information exchange. <<



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>> Transferability to the daily work of partnerships Participating partnerships learnt about a number of approaches which could usefully be transferred to their daily partnership activities, including:

- _ Enhancing communication within partners;*
- _ Including all local actors while drafting a local development strategy;*
- _ Strengthening a common vision and highlighting benefits for participating stakeholders;*
- _ Developing a partnership “philosophy”;*
- _ Separating funding partners from operational partners;*
- _ Modifying the structure of partnerships (e.g. developing more of a thematic approach, forming sub-regional think tanks); and*
- _ Establishing a specially targeted approach to identifying development and business opportunities.*

Performance indicators are a key aspect of partnership working, as they help organisations to measure progress towards pre-defined goals. Some of the partnership representatives stated that the tools and criteria for partnership evaluation discussed during the workshops and individual meetings were particularly valuable for their partnership work. They also appreciated the inputs on evaluation methodologies. However, a number stated that concrete evaluation methodologies and tools should be discussed again in forthcoming conferences. <<

>> The most helpful topics covered We list below a number of the issues which partnerships found most helpful at the Fair:

- _ Evaluation of the partnerships;*
- _ Partnership capacity building;*
- _ Managing partnerships;*
- _ Sustainability of partnership structures with focus on strategic planning;*
- _ National co-ordination of partnerships;*
- _ Management of different types of projects;*
- _ Development of employment pathways for targeted communities;*
- _ Elderly people, long-term unemployed, youth (research on demographics); and*
- _ Community engagement. <<*

>> Establishing contacts for future co-operation The partnerships presenting at the Fair sent a clear message: more than a third of respondents indicated that they had made a large number of potential contacts for future co-operation and that the Fair had created a good basis for building new, perhaps international, partnership structures. A number of the representatives emphasized their particular interest in co-operating with partnerships from Central and East-European countries on projects and programmes.

“I admire the interest expressed by new EU member countries and their willingness and eagerness to gather know-how.” Partnership representative from Finland <<

Many thanks to all representatives of the partnerships presenting at the Fair for sharing their thoughts and suggestions with us.

Effective Capacity Building for local partnerships

(Findings from the discussion group)



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Local partnerships are now a widely acknowledged mechanism for developing and delivering local development strategies. Promoted by agencies from the EU and the World Bank, to national and regional governments, local partnerships now tackle a wide range of local development issues, from local economic competitiveness and employment to poverty and social exclusion, from education and cultural development to environmental sustainability.

>> Improving the capacity of partnerships Yet, while local partnerships are now becoming a mainstream element of public policy, relatively little attention has been given in many countries to the capacity of local partnerships – their human resources, their skills and competencies – and to the training, learning and human resource development which is necessary for local partnerships to be “fit for purpose”. It is often held that local partnerships should be “lean” institutions which do not replicate the bureaucracies of more traditional organisations – but this should not be considered a reason for ignoring their capacity needs. Indeed, there is emerging evidence, as local partnerships become a more established part of local development practice, that their potential achievements may be undermined by limited capacity.

The workshop “Effective capacity Building” at the International Partnership Fair provided an opportunity to discuss these questions. Professor Mike Geddes from the University of Warwick, UK, and David Galliers, Manager of the Coventry Partnership, UK, presented a draft Handbook intended to help local partnerships to bridge the “capacity gap”. They explained how the Handbook addresses the human resource needs of local partnerships – what human resources, knowledge, skills and competencies do partnerships need? Who needs what capacities in a partnership? What are the areas in which the gaps seem to be most apparent? <<

Building
Partnership
Capacity – An
OECD Handbook
and Workbook for
local partnerships
will be available
soon.

>> Handbook’s focus It is recognised that some of the skills which partnerships need relate to specific areas of expertise – if a partnership is specifically concerned with local labour market issues, it will need knowledge and skills in dealing with these issues. A partnership operating in a rural area will need different knowledge compared to one in a large city. However, the main focus of the handbook is on what can be defined as the more generic

skills which local partnerships need. These skills range from visioning and leadership through project and financial management to team working, communication and negotiation, and monitoring, data analysis and evaluation. <<

>> Identifying skills gaps The handbook then deals with the question of how partnerships should tackle the task of building their capacity. It looks at the role of the partnership itself, but also at the contributions which are likely to be needed from governments, partners and stakeholders. A characteristic of partnerships is to bring together the skills and knowledge of different interests and organisations. Where partnerships have partners from different sectors – for example from the public, private and voluntary sectors, and from local communities and citizen groups, some partners are more likely to have certain skills and competencies than others, and so the partnership will need to consider carefully which partners it might look to for skills and knowledge. Municipalities and other public sector partners often make contributions in kind to a local partnership by supplying skills – either the generic skills

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discussed above or specialist skills. The private sector may well be able to contribute a range of business related skills, as well as “behavioural” contributions related to entrepreneurship and innovation. NGOs and community interests can contribute local knowledge as well as different behavioural skills such as collaboration and team working. <<



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>> **Developing a partnership capacity building strategy** Finally, the handbook includes a workbook which local partnerships can use to assist them in assessing their skills and competencies needs and developing a strategy to build their capacity.

The workbook is a tool which enables local partnerships to:

- _ Identify and predict changes which are likely to affect the types of skill, knowledge and ways of working which the partnership will need in order to be “fit for purpose”;
- _ Assess the main priorities for the partnership in terms of addressing capacity gaps;
- _ Consider how the partnership can plug these gaps – e.g. which people need new skills, who can provide them?; and
- _ Develop a capacity building action plan.

A capacity building action plan may have a number of dimensions:

- _ Training and development, both of members of the existing partnership team, and of individuals within the partner organisations.
- _ Recruitment of new members to the partnership team. This may include new personnel recruited to post jointly funded by partners.
- _ Utilisation of external resources, ranging from government support to private consultancies.
- _ Networking with other partnerships to exchange and incorporate good practice.
- _ As noted above, a capacity building strategy should address both existing gaps in skills and competencies and emerging new needs as a result of changing circumstances. <<

>> **Addressing future partnerships’ challenges** Participants in the workshop made a number of suggestions for additions to the Handbook. It was recognised that issues of capacity exist in government ministries and agencies supporting local partnerships, not just in local partnerships themselves. It is also important to take account of the stage of development of a partnership in assessing skill needs – is the partnership at an early, “forming stage”, or at a more mature, “delivery” stage – skill needs will vary accordingly. Moreover, in developing a handbook relevant to the many different national contexts in OECD countries, care needs to be taken to ensure that the language used is accessible. Suggestions were made about good practice which might be included in the Handbook, including the EU EQUAL programme and the local partnerships it supports.

A further version of the Handbook and Workbook will be available shortly, incorporating the suggestions made at the workshop and wider feedback from participants at the Conference. For further information please contact Professor mike.geddes@wbs.ac.uk or the Deputy Head of OECD LEED Programme Sylvain.Giguere@oecd.org.<<

Evaluating Partnerships – An Added Value Approach

(Findings from the discussion group)



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Improving the performance of partnerships is something everyone favours. It is rare to find opponents of the idea that some form of evaluation and measurement is essential to this task. But as is common, agreement over the goals to be reached is easier to achieve than consensus over how to do it.

>> Practice-based technique An action-learning method was used in the workshop sessions on performance measurement animated by Professor Mark Considine, University of Melbourne (Australia) at the International Partnership Fair. In this approach it is assumed that participants already have a relatively large range of experiences regarding the evaluation of their partnerships, and the task is now to systematize these experiences, and to make partnerships more open to discussion and to knowledge transfer. The facilitator's role in this process was therefore to formulate challenging questions and then to find a framework through which to give useful feedback. This short summary is the first stage in a longer process of writing up the results of the workshop. A longer paper drawing out the detailed contributions of the two groups is also being drafted for circulation to participants, and discussions have commenced on how these practice-based techniques can be used in training opportunities for partnership leaders and staff. <<

>> Development of appropriate indicators The first step in developing good performance measures or indicators for a local partnership is to recognize that the partnership is not the same thing as the projects it may be operating. Just because we have indicators for projects does not mean that we have solved the puzzle of how to measure the impact of a partnership. Many of the partnerships participating in the workshop sessions had very good measures for evaluating their projects. For example they could tell how many people received training, found jobs, started a new business or adopted new recruitment strategies. But how do we know that the delivery of such projects or programmes through a partnership approach (rather than by a single ministry or NGO) has added value? The workshop sessions therefore concentrated on the different aspects of "Partnership Added Value" and their measurement. <<

>> Quantification of measures The second challenge for the workshops to confront was the question of quantification of measures. Many participants began with the belief that it is not possible to quantify the issue of "Partnership Added Value". Typical comments were that this was "about good relationships", "fostering good will", "improving trust" and building-up "intangible resources". From an analytical perspective this is a very common experience for the evaluator. In most social programmes there is a sense of unknowable or "black box" elements driving the really interesting results (or failures) of partnerships. Of course we can also respond to this issue by seeking better qualitative indicators, rather than trying to manufacture quantitative measures that do not capture the more complex factors that drive partnerships towards success. A good rule-of-thumb is to avoid getting too preoccupied with whether a measurement needs to be quantitative or qualitative in the first instance but instead to ask how it can be made more valid and reliable. In other words, how to improve transparency so that outsiders can have confidence in different measurement techniques. <<

>> Identification of key elements In talking through the different aspects of "Partnership Added Value" the workshop groups identified several key elements. The first was to focus on the "funds leveraged" through the partnership. This could be measured as a ratio of core or establishment funding to total funding over a financial year. This could also be expressed as a trend line from the year of establishment of the partnership to the current financial year. Another

important measure was behaviour change by partners. Does being part of the partnership lead different organisations to evolve better programmes and tools? Can these changes be linked to partnership work such as knowledge transfer among partners? Many agencies involved in partnerships are required to publish annual reports and evaluations. Do these reports identify changes that could be attributed to partnership working? <<



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>> Importance of human resources Since the effectiveness of partnerships is strongly related to the participation level of different partners, another area for measurement is the connections that are made and the quality of engagement. Who attends meetings? Who participates in events? Is there a trend towards improved participation? Which groups or agencies are less engaged? If engagement of local firms is a key objective then a measure of how many firms participate in activities over time becomes critical. Participants in the sessions recognized that partnerships have special goals so far as participation is concerned and these deserve to be measured. The quality of the initial engagement of partners can be paramount. For example, members need to be inducted and informed about the partnership goals. There needs to be time set aside to allow members to learn about one another and perhaps to visit one another's organisations. Self assessment by members can provide useful data on the quality of these processes. Another important dimension of the evaluation process is the development of an internal system to capture and use data effectively. Several participants pointed out that their partnerships had commenced without a clear set of benchmarks with the result that it is now difficult to present stakeholders with "before-and-after" measures. They strongly advised new partnerships to begin by developing a set of statistics that expressed the state of their locality before partnership work began. However it is never too late to develop a systematic internal approach to data collection. It was pointed out that data collection helps educate the staff and partners to always think about the evaluation issue. It is useful for partnerships to have a "tracking officer" to make sure that outcomes are always reported and that projects and participants complete evaluation surveys. In the most developed cases we saw examples of partnerships conducting their own community surveys to test opinion and register feedback on key partnership goals. This could include such things as whether important parts of the community feel included, whether information is being received and whether the partnership and its key agencies have a good reputation in the community. Another key aspect of "Partnership Added Value" is innovation. At the simplest level innovation means new organisational processes and local projects. These can be measured through a simple listing and describing of innovations, by collecting testimony of key participants and by peer review. In each case the value of the innovation can be made clear and its benefits to specific stakeholders can be identified. <<

>> Diversity in evaluation needs One of the things learned through the workshop sessions is that partnerships need to develop a systematic protocol for capturing and measuring their effects. Much of this can be done by existing staff within the partnership. However some data need to be verified and improved by engaging outside evaluators. The most favourable of the latter techniques was reported to be the peer review method. But there is also scope for evaluation mentoring and benchmarking among groups of partnerships. A key objective in such externalised evaluation processes should be the empowerment of staff and partners to use the evaluation reports to help them work more effectively, and to avoid letting the evaluation process degenerate into a disciplinary device. Finally the two sessions also discussed the particular needs of different groups with an interest in evaluation data. What the partnership itself may need for improving performance may be different to what the local politicians may need to maintain legitimacy. And the needs of specific agencies may also be different. The most important factor is the need for citizens to be able to access good data, perhaps through the local media, so that they can understand the work of partnerships. This points us towards the conclusion that performance measures must sit within a larger communications strategy that is developed by the partnership and regularly updated in the light of new information.

A guide on the evaluation of partnerships will be available shortly, incorporating the suggestions made at the workshop and wider feedback from participants at the Conference. For further information please contact Professor Mark Considine at mark1@unimelb.edu.au or the Deputy Head of OECD LEED Programme Sylvain.Giguere@oecd.org. <<

International Partnership Fair in numbers



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>> **Participation at the Fair** 240 participants from 33 OECD members and non-members countries attended the conference. More than 350 meetings were held during the sessions at 33 partnership stands covering 18 countries from the European Union, South-East Europe, America and Asia Pacific. <<

>> **Evaluation methodology** All Fair participants received an evaluation sheet, which served to assess their satisfaction with the Fair (participation in partnership meetings, discussion groups and organisation of the Fair). Statements were ranked on a 4-point scale ("1" for strong agreement to "4" for strong disagreement, respectively). A total of 42 participants completed and returned the evaluation sheets, representing a 17.5% response rate. <<

>> **Evaluation findings** In general, the Fair was very positively evaluated. It can be concluded that information presented by partnerships was highly appreciated; the networking opportunities were extremely welcomed; possibilities to build co-operation were sufficient and the majority of participants complimented the overall quality of the organisation of the Fair. For most participants expectations have been met because they received the information they required, and were able to exchange their experiences and made new contacts.

"Partnership is based on human relations and if experience disseminated effectively it can be developed further."

Fair Participant

The aims of the Fair were highly achieved: more than 93% (39) of respondents explicitly stated the Fair as a good opportunity to exchange knowledge and best practice examples in relation to core aspects of partnership working (64%, 27 respondents rated the Fair as an excellent). The possibility to build co-operation at the Fair was noted by 88.1% (37) of responding participants and the majority of respondents (85.7%, 36) evaluated possibilities to establish professional networks and personal contacts as high.

Some criticism was made of the content and outcomes of discussion groups, partly due to the differing expectations of participants; discussions on the key topics (effective capacity building and partnership performance indicators) were felt to be informative but in some cases needed more time.

Although it cannot be directly extracted from the evaluation forms, the impression of the organisers themselves is that there was an extremely positive atmosphere. The Fair was a fruitful exercise for everyone and will remain unforgettable. <<

Topics to be included at future partnership conferences Responding participants expressed a need to discuss the following topics at the future events (a selection):

- _Partnerships' management and partnerships' co-ordination tools;*
- _Concrete and efficient tools for monitoring and evaluation of partnerships;*
- _Capacity Building;*
- _Financing of partnerships and financial models of projects;*
- _Future trends and challenges of partnerships (incl. new Structural Funds' programming period 2007 - 2013);*

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- Public-private partnerships;
- Partnership focusing on rural development;
- Partnership between enterprises and universities, society;
- Examples of international partnerships; and
- Youth development, drugs citizenship.



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Attending similar conference in the future and recommending it to others? 90.5% (38 respondents) indicated that they would like to attend a similar conference again. 92.9% (39 respondents) responded that they would recommend the conference to others.

Respondents consistently pointed out the following merits of joining a similar conference again in the future:

- An excellent networking opportunity (face to face meetings are the most effective way for networking);
- A good possibility to make new contacts and build co-operation;
- The opportunity to gain new ideas and to benchmark yourself against others; and
- A proven benefit for the organisation to learn from others and share own experiences.

Overall evaluation findings	1 strongly agree	2 agree	3 disagree	4 strongly disagree	not answered nor applicable
Partnership Meetings					
well balanced selection of partnerships	54.8%	33.3%	7.1%	2.4%	2.4%
high usefulness of the outcomes from individual meetings	52.4%	40.5%	7.1%	-	-
sufficient possibility to build co-operation	31.0%	57.1%	7.1%	4.8%	-
adequate networking opportunities provided	59.5%	26.2%	11.9%	2.4%	-
comfortable number of participants in meetings	78.6%	19.0%	2.4%	-	-
sufficient length of individual meetings (45 min)	64.3%	23.8%	9.5%	2.4%	-
Discussion Groups (18 responding participants)					
appropriate and informative content	44.4%	44.4%	-	-	11.2%
useful and valuable outcomes	11.2%	55.5%	27.7%	5.6%	-
high credibility of presenters and facilitators	44.4%	38.9%	11.2%	5.5%	-
adequate time for questions and discussion	11.2%	38.9%	16.6%	33.3%	-
Information Desks and Meeting-points					
information desks were well chosen and provided relevant information	59.5%	26.2%	9.5%	-	4.8%
meeting points were effective in enabling individual meetings	52.3%	26.2%	2.4%	2.4%	16.7%
Organisational issues					
helpful and efficient information, management before the conference	76.2%	19.0%	2.4%	-	2.4%
helpful and efficient information, management at the conference	85.7%	14.3%	-	-	-
registration process comprehensible and easy to follow	80.9%	11.9%	2.4%	2.4%	2.4%
helpful and beneficial conference handouts	61.9%	33.3%	4.8%	-	-
adequate logistical arrangement	69.0%	21.4%	9.6%	-	-
acceptable and well prepared meeting facilities	76.2%	19.0%	2.4%	2.4%	-
appropriate and useful technical arrangements	69.0%	23.8%	4.8%	-	2.4%
helpful and courteous conference staff	92.9%	7.1%	-	-	-

Participants rated various aspects of the Fair on a 4-point scale ("1" for strong agreement to "4" for strong disagreement). All percentages reported are based on received 42 responses.

Next steps of the Forum



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Further Forum activities The tasks of the Forum are based on **three pillars: the management of the Forum network, information exchange and policy advice.**

>> Forum network All interested area-based partnerships and co-ordinating bodies are invited to become members of the Forum. The Forum also welcomes participation of organisations planning to establish area-based partnerships. Since the establishment of the Forum in autumn 2004, the number of persons interested in Forum activities has increased to a great extent. Currently, the Forum involves 1500 members from 44 countries. The Forum will continuously develop as new partnership organisations, national co-ordination bodies and interested bodies become aware of the Forum. <<

Do you want to become a member of the Forum and share your experiences with other partnerships? Have you changed e-mail or postal address? Please contact office@forum.zsi.at.

The Forum network is established to exchange information and experience between partnerships.

>> Future information exchange The 3rd Meeting of the OECD LEED Forum on Partnerships and Local Governance will take place in January 2007 in Vienna. Until then, the Forum will issue two newsletters informing members of recent Forum partnership experiences. By the end of 2006, the Forum's Annual Brochure 2006, "forum_partnerships_2006", will be published on-line including updated information on partnership models and providing information on national partnership programmes and strategies. The Forum will also continue to collect data on partnership initiatives in OECD Member and non-member countries, gathering research reports, thematic reviews and studies carried out on partnership issues. We will disseminate this information to Forum members on request. Further, the online Forum document database will be launched by mid 2006, including links and documents in a wide number of countries which are particularly relevant to partnerships and to governance issues. <<

Are you interested in one of the activities listed above? Do you have specific topics of your interest, which you would like us to focus on? Please, inform office@forum.zsi.at. The Forum is set up to serve the needs of the partnerships.

>> Policy advice The Forum is currently building a mentorship system for partnerships in different countries, incorporating various activities within a one-year period. A matching system to facilitate the identification of partnerships interested in acting as mentors or mentees is being designed by the Forum Office Vienna. In October 2006 a 3-day seminar for partnership managers, organised in the OECD LEED Centre for Local Development in Trento, Italy, will launch a one year mentorship cycle under the umbrella of the Forum. The seminar will provide a practically orientated, evidence-based policy advisory service devoted to helping participants who are starting, implementing and strengthening partnerships. Thematic study tours and bilateral exchange visits will continue throughout the one year period underscoring the overall objective of capacity building through exchange of experience and knowledge. The cycle will be closed by a second 3-day seminar in autumn 2007. Inscriptions for participation will start in May 2006. <<

Are you interested in participating in our mentoring activities, by acting as either a mentor, or a mentee? Please, deliver your request to office@forum.zsi.at.

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News & Events

5th Forum Newsletter June 2006 The fifth Forum Newsletter will be published in June 2006. If you did not receive the fourth newsletter directly from us, please send an email to rubik@forum.zsi.at indicating "Add to mailing list for Forum Newsletters". Thank you.

"Successful partnerships – a Guide"

In January 2006, the OECD LEED Forum on Partnerships and Local Governance published a guide to successful partnerships in order to assist partnerships in their further development and help countries learn from existing experience. It contains a Partnership Checklist, and other information on concrete aspects of partnership working, such as communication, roles and functions within partnerships, the funding of partnerships and legal aspects. The Guide draws on lessons learnt by "case study partnerships" and gives insights into the monitoring and evaluation of partnerships.

To download the Guide, please visit <http://www.oecd.org/cfe/leed/forum/partnerships>. If you would like to get in contact with any of the contributing experts, or have any further questions, please contact us at office@forum.zsi.at.

Conference on "Social Innovation in the 21st Century: a Dialogue" 28 - 30 April 2006, New South Wales, Australia In partnership with Mission Australia and the Department of Family and the Community, the LEED Programme is organising an international conference on "Social Innovation in the 21st century. A Dialogue", to take place in Macquarie Bank in the Hunter Valle (Sydney), New South Wales, Australia. This conference aims to foster a dialogue on how social innovation can play an important role in contemporary economies and on how governments can foster it. A report will be published after the conference.

For more information, please contact Antonella.Noya@oecd.org from the LEED Programme Secretariat.

V 4 International Project Fair "Creation of opportunities and jobs without borders" 12 - 13 April 2006, Budapest, Hungary The most successful projects of the Visegrád Group (V4), Austria and Slovenia are invited to a PROJECT FAIR in Budapest. The Fair is a good occasion to share information on projects, the results, and the experience gained in the creation of opportunities and jobs.

For more information and registration, please contact pusztai.gabriella@ofakht.hu; tel. +36 / 1 / 250-2351 from OFA Kht. (Employment Promotion Public Benefit Company, Hungary).

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Six Countries Programme Workshop
"Innovation Policy Learning - Change in
thinking - Change in doing?" 23 - 24 May 2006,
Stockholm, Sweden The Six Countries Programme is an international network of experts, policy makers and practitioners engaged in research and policy making on innovation, which has been established since 1975. The Stockholm workshop will focus on policy learning in systems and will discuss strong examples of where policy learning (through evaluation, follow-ups, foresight, mentorship and benchmarking) has been integrated into policy formulation and policy design. The aim is not to focus on success stories but rather to critically assess what has been achieved.

For further information please contact Jennie.Granat.Thorslund@VINNOVA.se or visit <http://www.6cp.net/>.

"Evaluation as a tool for local development strategy building" 10 - 12 July 2006, **LEED Trento Centre for Local Development, Trento, Italy** The Trento Centre will hold a capacity building seminar focusing on how policy makers and practitioners can use evaluation to better design and deliver local development strategies. Up to 30 participants will be selected among experienced policy makers and practitioners working in the area of regional and local development strategy building and delivery in Central East and South Eastern Europe.

If you would be interested in participating, please contact Ivana.studena@oecd.org.

"Governments & Communities in Partnership: From Theory to Practice 25 - 27 September 2006, Melbourne, Australia The two most important developments in policy making in recent years concern efforts to "join-up" different public services and related initiatives to strengthen communities to help them become more economically and socially resilient. Debates and research on these two fields are well advanced in many countries and Australia is now beginning to fashion its own approach at the national, state and local levels.

Organised in collaboration with the Centre for Public Policy at the University of Melbourne, the conference will bring together key policy makers, community leaders and researchers from around Australia, together with leading experts from other OECD countries, notably in Europe and North America. In addition to several keynote addresses, this three day event will include workshops on key issues such as: why collaboration matters; the role of place; governance models and issues; health, environment and local collaboration; funding and financing issues; democratic accountability; evaluating the impacts of local partnerships and leadership and skills for collaborative governance.

For more information, please contact Sylvain.Giguere@oecd.org or consult www.oecd/cfe/leed/governance.

Forum in brief



OECD LEED **forum** on
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local governance**

Network for exchange experiences The OECD LEED Forum on partnerships and local governance is a network to exchange information and experiences between partnerships.

>> Forum mission The mission of the OECD LEED Forum on Partnerships and Local Governance is to enhance the contribution of partnership structures to local development and local governance and the effectiveness of policies.

>> Forum partnerships The area-based partnership is a tool to improve governance. It seeks to improve policy co-ordination and adaptation to local conditions, lead to better utilisation and targeting of programmes, integrate civil society's concerns into strategic planning exercises, stimulate corporate involvement in local projects, and promote greater satisfaction with public policy (OECD, Local Partnerships for Better Governance, 2001).

The Forum is a network of partnerships in order to exchange information and experiences between partnerships.

Forum partnerships are focusing on employment and social issues and economic development and are characterised by a multi-level, multi-sectoral and multi-dimensional approach.

>> Objectives of the Forum The objectives of the Forum are:

- to improve dissemination and facilitate the transfer of expertise and exchange of experiences;
- to create synergies;
- to assess and develop co-operation models; and
- to advise and support.

>> Forum Structure All institutions and organisations involved in the management of area-based partnerships may become members of the Forum. Delegates and national partnership co-ordinators interested in providing further advice on the implementation of tasks participate in the Forum Board. The Forum Co-ordination is the support structure which builds up the network.

The Forum is an activity of the OECD LEED Programme. All tasks are undertaken jointly by the ZSI (Centre for Social Innovation) and by the OECD LEED Trento Centre (Italy).

>> Tasks of the Forum

- Building the network (identification and networking of institutions)
- Building the data base (Documentary base, Guide on successful partnership)
- Forum meetings and international partnership fair
- Mentoring and Policy advice
- Information exchange (Annual Brochure, Electronic newsletter, Forum Website, Electronic discussion group). <<

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OECD LEED **forum** on
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