

Networking Session: Local Initiatives for Skills, Jobs, Social Inclusion and Economic Development



17 February 2010
09.15 – 10.15
Austria Trend Hotel Savoyen Vienna

17 February 2010, 9.15 – 10.15, Austria Trend Hotel Savoyen Vienna

Welcome to the networking session

The networking session '**Local Initiatives for Skills, Jobs, Social Inclusion and Economic Development**' (17 February 2010, 9.15 – 10.15) is open to all Forum members to present their projects, exchange knowledge with peers and establish professional networks and contacts.

The session will be divided into 2 blocks of 30 minutes (9.15 - 9.45 and 9.45 - 10.15). There will be 19 round tables in the main conference room (Olympia Mancini) with a W-LAN connection for personal laptops. Each table will be dedicated to one project/initiative. In addition, a number of tables will be available for 'free networking'.

Project representatives will host the meeting with interested participants for two rounds of 30 minutes. Up to 8 persons can be seated at each table. The meetings are informal and very interactive and are moderated by the host (the project representative).

The moderator of the session will keep to the time schedule (announcing the start and the end of each round) and will help ensure that a more or less equal number of participants take part in each discussion.

The booklet in your hands provides basic background information on all projects and initiatives presented in the networking session and should help you in choosing the meetings you wish to attend.

Note: The attached information on projects/initiatives is provided by project representatives. The authors are solely responsible for the content and English standards.

Projects and initiatives

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Projects and initiatives by country

(in alphabetical order)

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Australia

Priority Employment Areas (PEAs) and Local Employment Co-ordinators (LECs)

- Background and rationale** The Australia Government has identified 20 Priority Employment Areas (PEAs) across Australia as regions most likely to experience labour market disadvantage as a result of the global recession. Some 70 indicators were used to help gauge a region's likelihood of experiencing labour market disadvantage now or in the future. The policy rationale behind the selection of the PEAs was to identify and provide assistance to regions which were likely to experience labour market disadvantage and deterioration in conditions as a result of the global recession.
- Aims and objectives** The aim is to maximise the effectiveness of government, community and business efforts to stimulate the local economy and generate new jobs and use lessons learned from previous downturns to assist disadvantaged areas and vulnerable groups of job seekers and workers.
- Timeframe** July 2009 – June 2011
- Budget and source of financing** The Australian Government is providing \$ 20,000,000 for LECs to work in regions and communities affected by higher unemployment and job losses.
- Human resources** 21 Local Employment Co-ordinators supported by departmental project officers.
- Activities** Local Employment Co-ordinators were appointed to these areas to:
- help match local businesses and workers with job opportunities created by the Government's Stimulus Package;
 - work with communities to find innovative solutions to unemployment pressures; and
 - work with stakeholders to develop a regional employment plan.
- Success factors** The performance of Local Employment Coordinators is measured against five Key Performance Indicators (KPIs):
- Local businesses and workers are aware of and accessing opportunities created by the stimulus package (KPI 1);
 - Responsiveness of actions taken to address local employment issues (KPI 2);
 - New jobs or training for redundant workers are facilitated (KPI 3);
 - Development and implementation of a Regional Employment Plan that sets out key goals and strategies for the priority employment area (KPI 4); and
 - Quality of service provided to DEEWR (KPI 5).
- The main mechanism to measure performance against these KPIs is the content of fortnightly reports and feedback submitted by LECs to DEEWR.
- Results** LECs have already been active in their communities engaging with Job Services Australia providers, local councils, key businesses, chambers of commerce and community organisations. The performance of the LECs will be judged against the progress they have made towards implementing their Local Employment Plan. This will include among other things, jobs supported/created, projects brought forward for funding, and key relationships developed that will lead to ongoing work matching employers needs for staff and skills with the supply of job seekers managed by Job Services Australia.
- Partners** Department of Education, Employment and Workplace Relations (DEEWR)
- Project website** www.keeptaustraliaworking.gov.au/pages/default.aspx
- Contact person** Brenda Parkes, e-mail: brenda.parkes@deewr.gov.au

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Austria

Co-ordination Unit of the Territorial Employment Pacts (TEPs)

Background and rationale In Austria partnership support, training, information and exchanges are provided to partnerships through a neutral intermediary body – the Austria-wide TEP Co-ordination Unit (abbreviated to Kooo), based within the Centre for Social Innovation. On behalf of the Federal Ministry of Labour, Social Affairs and Consumer Protection, Kooo promotes and supports on an ongoing basis the Austrian Employment Pacts in establishing, implementing and further developing their partnerships.

Aims and objectives Since the beginning of its countrywide co-ordination activities in 1999, Kooo has defined its mission as a service to the Pacts. The most important goal of Kooo is to ensure networking innovation and employment-creating initiatives. At the centre of the activities of Austrian partnerships in the current period 2007 - 2013 is the (re-) integration of marginalised groups into the labour market (priority 3b of ESF), which is therefore also a main feature of the technical support given by Kooo.

Timeframe 1999 – 2013

Budget and source of financing European Social Fund; Operational Programme “Employment” for Austria 2007 - 2013, Priority 6 (Technical assistance) with co-funding by the Federal Ministry for Economics and Labour.

Human resources 1 project leader, 2 co-ordinators, 1 project assistant

Activities The main activities of the Kooo are:

- network co-ordination and management, information transfer, workshops, expert meetings, seminars and study visits;
- ongoing support and consultation with regard to ESF Priorities 5 and 3b;
- comprehensive and structured documentation of achievements; and
- PR work.

Success factors Kooo supports the TEPs in realising:

- system developments (improved interface between labour market and social policy);
- structural innovations (e.g. one-stop shops for persons concerned); and
- integrated & holistic approaches of all TEP partners.

Results

- Increasing involvement of actors in labour market and employment policy;
- Successfully linked policy areas;
- Contribution to improved effectiveness, efficiency and transparency of policies; and
- Characterised by openness, flexibility and dynamics.

Partners Centre for Social Innovation (ZSI); Austrian Federal Ministry of Labour, Social Affairs and Consumer Protection; Pact Co-ordination Units in all Austrian Provinces and the regional TEP partners (e.g. Public Employment Service, Provincial Governments, etc.)

Project website www.zsi.at, www.pakte.at

Contact person Anette Scoppetta, e-mail: scoppetta@zsi.at
Regina Brandstetter, e-mail: brandstetter@zsi.at
Wolfgang Michalek, e-mail: michalek@zsi.at

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Austria

Energie Center Lipizanerheimat

Background and rationale The development of a future oriented and long term energy strategy for the former coal location in the Western part of Styria is essential. With the mine's closing, the theme with a focus on renewable energy resources for energy production received a high local status. The creation of the Energy Center in Bärnbach was an import step to support all relevant and ambitious targets in the region. To achieve the goals of the EU Energy Strategy and the national climate strategy, a number of 'green' projects will be implemented in co-operation of local partners.

Aims and objectives

- Implementation of EU Energy Strategy 2020, as well as the national climate strategy (20% energy saving, 50% use of renewable energy, environment-friendly mobility);
- Initiation of research and development (R&D) projects with a focus on energy and energy efficiency;
- Energy Academy;
- Know-how service and dissemination activities (e.g. events); and
- Establishment and management of the regional SME-Cluster.

Timeframe 2009 – 2013

Budget and source of financing Austrian Federal Ministry of Economy, Family and Youth (BMWFJ), Government of Styria, European Commission, European Fond for Regional Development, LEADER

Human resources 4 employees in total (director of the centre, energy manager, office- and regional project management, and interregional project manager)

Activities Initiation and management of energy projects; assuring co-operation between education institutions, SMEs and research and technology organisations (RTOs); establishment of SME Cluster; support of start-ups; organisation of energy events, workshops and seminars.

Success factors Established co-operation between SMEs, education institutions and policy makers in the region; enhanced interregional and trans-regional co-operation and improved access to funding.

Results

- Stabilization of the regional economy;
- Increased added value; and
- Further development and security of the regional employment.

Partners 12 partners (local enterprises, municipalities, banks and institutions in the region Styria)

Project website www.energie-center.at

Contact person Claudia Krobath, e-mail: c.krobath@energie-center.at

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Belgium/Flanders Building Site of Talent

Background and rationale The construction sector is a sector that is permanently looking for skilled labour-force. Fewer and fewer people are opting for a job or a study in the construction sector. The City of Antwerp has a more than average rate of unemployment and approximately 30,000 persons are looking for a job. Majority of unemployed people is poorly qualified and have predominantly foreign background. The City of Antwerp is a city in full economic and touristic movement and is an attraction pool for new inhabitants. The city plans a lot of building projects (re-shaping road-infrastructure, development of habitation-areas, renewal of the City). The Flemish government estimates highly the importance of Corporate Social Responsibility. It seeks to find means to conciliate public investments and an active and sustainable employment policy. It is necessary to have an all-inclusive method to deal with the complex and paradoxical situation of having a lot of people without a job on the one hand and having a lot of demand in de the construction companies at the other hand.

Aims and objectives The objective of the project is to co-ordinate the filling of the vacancies for labour-force in the construction sector by means of job-matching and training on the building site.

Timeframe October 2009 – ongoing

Budget and source of financing The project is financed by Fund for Vocational Training in the Construction Sector (FVB), City of Antwerp: Department Work & Economy and Education Department, Flemish Public Employment Service (VDAB) and Flemish Government.

Human resources 6 employees from VDAB, FVB and the Education Service (City of Antwerp)

Activities 'Talentenwerf' offers complex services to employers, job-seekers, students and develops and organises vocational trainings. Construction projects and needs of labour-force in the construction sector are being monitored.

Success factors Partnership between solid partners and partners with long tradition of collaboration; Newly funded job- and training centre specialised in the construction sector; Co-operation on a very operational level: exchange of data, multidisciplinary team working together at one common place; a good preparation of the dossier including the will to collaborate.

Results Since the project start (October 2009), consultation with 160 jobseekers and 20 persons found a job in the construction sector. Starting in March 2010, 50 students will be trained on building sites as specialised construction worker.

Partners City of Antwerp, Fund for Vocational Training in the Construction Sector (FVB), Flemish Public Employment Service (VDAB), Flemish Government, Educational Policy Antwerp, VDAB (Flemish Public Employment Service), Trade Unions, Employers' organisations.

Project website www.talentenwerf.be

Contact person Kathleen Mostien, e-mail: kathleen.mostien@fvbffc.be

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Former Yugoslav Republic of Macedonia Student Time Bank

Background and rationale The project 'Student Time Bank' aims at exchanging student's time and knowledge. It provides a new and exciting way for students to come together and help each other through exchange of knowledge and skills. Students 'deposit' their time by giving practical help and support and sharing their skills and knowledge to others. They can then 'withdraw' their time when they have specific need for skills or knowledge offered by others. Student Time Bank operates as a centre that identifies skills and capabilities, registers students' deposits and withdrawals of time, administers all registered exchanges and evaluates results of realised exchanges.

Aims and objectives

- Build individual's knowledge and skills;
- Create networks of students working together;
- Fill the gaps of formal education;
- Encourage student participation and exchange and bring young people together in a spirit of equality; and
- Support voluntary work and students lacking affordable services.

Timeframe The Student Time Bank will operate as a pilot project for a period of one year.

Budget and source of financing National and international donors

Human resources The project team consists of 4 people (project co-ordinator, administration, planners) and involves also teachers/promoters.

Activities

- Informal meetings to learn more about the 'Student Time Exchange';
- Student surveys (skills and knowledge indicated in the questionnaires will be evaluated in order to confirm the qualifications of the students); and
- Student Time Exchange Services (free of charge).

Success factors Students are the driving force of every society, most willing to accept the challenges and risks of new ideas. Macedonia has more than 50,000 students (2.5% of population) enrolled in four state and four private universities. It is common practice for students to ask and pay for knowledge and services such as: languages, math, statistics, accounting, computer skills, etc. Very often some students cannot afford these services due to their low income.

Results Expected: higher awareness among students regarding 'bartering' of services and benefits of time giving/taking; developed knowledge and experience between students; quantitative; 70 students enrolled; 100 service-student time exchanges implemented.

Partners Project partners: Pivot for Europe Network; Institute of Political Economy 'Karl Polanyi', Montreal, Canada; Rondine Cittadella della Pace, Arezzo, Italy; Lega delle rondini d'oro, Arezzo, Italy

Project website Under construction.

Contact person Ana Filipovska, e-mail: fipi_ana@yahoo.com
Aleksandar Stamboliev, e-mail: stamboliev@studiorum.org.mk

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Germany

EWL - Region of Talents

Background and rationale Approximately 124,000 unskilled and semi-skilled employees live in the region of East-Westphalia-Lippe. Considering the future economy, the region needs more people with higher qualification because of increased workplace requirements. A huge number of migrants coming from Turkey, the former Soviet Union, Iraq and other Islamic States is one of the features influencing the labour market in the region. A lot of them have a nearly good qualification from their home country, but their certificates are not accepted in Germany. Therefore a possibility to get a certificate accepted by the employers is crucial.

Aims and objectives The project aims to:

- sensitise employers, unskilled and semi-skilled employees and job-seekers for qualification to get a certificate;
- build up a network for career counselling for unskilled and semi-skilled workers; and
- create a standard for vocational training for adults.

Timeframe October 2008 – March 2012

Budget and source of financing EUR 2,500,000 (financed by the German Ministry of Education and Research and by the European Social Fund)

Human resources 4 fulltime jobs

Activities After data analysis of unskilled and semi-skilled people with and without a job in the region (a special target group are migrants), counselling services are provided to employers, employees and jobseekers to enhance their qualification. Working groups of local stakeholders to change and build the structures for qualification considering cultural mainstreaming were already established.

Success factors One of the main success factors is created system of counselling and qualification for unskilled and semi-skilled people after the project's finish. The opportunities of higher qualification should be known to wide society to minimise the lack of good skilled employers in the region, especially taking into account demographic development.

Results An overview about the target group and their demands is gathered. A network of relevant stakeholders is being created and most of them recognise the duties and support the project partners in 'political work' to change the regulatory framework.

Partners Project owner: Chamber of Crafts East-Westphalia-Lippe to Bielefeld
Project partners: Educational Centre of Building and Construction; Educational Centre of Industry; Chamber of Industry and Commerce, East-Westphalia and Lippe; Jobcentres of the region; Ministry of Migration; most of the Educational Institutes of the region; Employers Associations; Trade Unions; Migrant Networks

Project website www.talentregion-owl.de

Contact person Anne Meuer-Willuweit, e-mail: anne.meuer-willuweit@handwerk-owl.de

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Hungary

START UP - Budapest Municipality Trainee Project for Young Roma People

- Background and rationale** The job opportunities of people belonging to the Roma community are very limited in today's Hungary. Young people and women are especially disadvantaged. The Hungarian Government supports young Roma people with increasing grants. However they face new difficulties after concluding compulsory education. As career-starters without work experience their chances at the labour market are rather limited and they have to cope with employers' indisposition due to their Roma identities.
- Aims and objectives** The general objective of the project is to promote the integration of young educated Roma people into the public service system of Budapest, thus shaping a workplace model. The specific objective is to have the institutional system of the Municipality of Budapest also featuring a receptive approach to provide opportunities for the acquisition of work experience, work socialisation to young career-starting/restarting Roma people.
- Timeframe** January 2009 – February 2010
- Budget and source of financing** EUR 295,000 provided by European Group on Training Norwegian Foundation.
- Human resources** Programme management (1 person from the office of Budapest Chance Nonprofit Ltd. and 1-2 persons from each partner), mentors (2 persons, workers of the Budapest Chance Nonprofit Ltd.), patrons (35 persons, workers of the workplaces), trainers (9 persons)
- Activities** Recruitment and selection of participants; provision of support by social workers and Roma community counsellors; organisation of self-knowledge and labour-market orientation trainings; provision of supports by workplace patrons for a better insight into the vocation and work organisation; promotion of integration.
- Success factors** 85 applicants from which 35 young people have been selected and involved in the project - 31 young people completed, 2 young people employed during the project, and with a loss of 'only' 2 young people, who had to leave the project because of their personal and family circumstances.
- Results** A number of 150 persons have been reached and addressed during the recruitment. 25 young people have completed the period of the acquisition of experience, 17 young people are going to be engaged in unsupported jobs, and 11 young people are now employed by their former trainee place (data from January 2010).
- Partners** Project owner: Budapest Chance Nonprofit Ltd.
Project partners: Studio Metropolitana Nonprofit Ltd.; Romassist Associations; and Cromo Foundation
- Project website** www.pestesely.hu
- Contact person** Timea Garadnay, e-mail: garadnay@pestesely.hu
Ildikó Kassai, e-mail: kassai@pestesely.hu

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Luxembourg Collective Interest Association (AIC)

Background and rationale In 2003, the law 'to re-establish full employment' in Luxembourg clearly called for a change of legal status for employers who carry out socio-economic activities. The activities of the non-profit sector would thus have to be carried out under a trading company. Associations operating in solidarity-based economy can not be limited only to social initiatives for employment and therefore require a definitive legal basis pursuant to a rationale supported and encouraged by the government.

Aims and objectives The aim of the project was to define this new legal status and to imagine a system of mixed financing. Society, economic and environmental values had to be combined with the principles of local and sustainable development, social cohesion, governance, well-being at work, life-long training, equal opportunities, labour law, financing, taxation, accreditation etc.

Timeframe January 2007 – December 2008

Budget and source of financing EUR 250,000
55% (EUR 137,500) national counterpart, Ministry of Employment
45% (EUR 112,500) European Social Fund

Human resources 1 full-time person, external consultants on demand

Activities Research on the status of international solidarity-based economy companies; composing of the new legal status; 'the collective interest association' and a fund for adapted mixed financing; 'the fund for solidarity-based economy'; regular exchanges with national experts and the Ministry of Employment.

Success factors Objectif Plein Emploi (OPE), the project owner, can look back on ten years of experience in solidarity-based economy and is recognised as the leader in this field on national level, but its 'success story' is renowned also at international level. This experience and renown confers OPE legitimacy to submit these two proposals to the government.

Results In June 2009, the newly voted Luxembourgish government announced its intention to implement the AIC status and the Ecosol Fund just as proposed by OPE and this within the next few years.
A national work group is currently preparing the necessary details and amendments.

Partners Project owner: Objectif Plein Emploi, non-profit organisation
Financial partners: Ministry of Employment, European Social Fund
External consultants: Chamber of Employees

Project website www.ope.lu

Contact person Véronique Medinger, e-mail: medinger@ope.lu

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Luxembourg

Kalendula - Education in the Environment and in Sustainable Development and Invention of Solidarity Occupations in Civic Development

Background and rationale 'Kalendula' is a local development project that promotes environmental and citizenship education. The basic idea is to create civic and ecological areas. The network of the solidarity gardens is a collection of creative, recreational and educational areas. They are the medium for training, discovery and exchange in the urban space. They also create 'green jobs' contributing to better awareness about environment.

Aims and objectives Four gardeners-moderators will be trained throughout 2010. This entails combining organic gardening techniques and co-ordinating activities that are shared with different target groups. Kalendula produces knowledge shared by and between the different professional, associative, cultural, private and all other parties involved in the project.

Timeframe 2010 – 2012

Budget and source of financing EUR 240,000 (Ministry of Employment and private funding)

Human resources Internal and external trainers, external consultants

Activities

- Training of the gardeners-moderators; and
- Animation of pre-defined activities for different target groups by the gardeners-moderators all over the network of solidarity gardens.

Success factors

- Job creation and continuing training;
- Instructive approach: activities are defined and organised with target groups; and
- Action-oriented education: individuals and groups get involved in the social and political life of their territory.

Results

- Environmental and sustainable development education;
- Conservation of the local biodiversity;
- Promotion of social cohesion and intergenerational solidarity; and
- Increased use of traditional and alternative farming techniques.

Partners CIGS Archipel
OPE Network
Ministry of Employment
National Museum of Natural History

Project website www.kalendula.lu

Contact person Habla Lassouani, e-mail: lassouani@ope.lu

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Portugal

New Opportunities Initiative

Background and rationale Low qualified population with 3,5 million active Portuguese people represents 72 % of the total active population, who have not finished the 12th grade of education. In the context of public life-long and life-wide policies and with the aim of reaching the European Union common standards, the New Opportunities Initiative was launched in order to overcome the low qualification levels of the Portuguese population until the year 2010. The initiative is co-ordinated by the National Agency for Qualifications.

Aims and objectives New Opportunities Initiative builds on two central pillars:

- making upper secondary level vocational paths an effective option, providing 650,000 young people with diversified opportunities to complete this educational level. The objective is to have half of the upper secondary students enrolled in professional or technological education by 2010; and
- raising the basic educational level of the labour force that entered active working life with low levels of education with a new opportunity, enabling them to recover, complete and progress in their studies.

Timeframe 2005 – 2010

Budget and source of financing EUR 2,6 billion for the young people qualification and EUR 3,2 billion for the adult people qualification (funded by European Social Fund and national budgets)

Human resources 100 employees of the National Agency for Qualifications

Activities The main activities of this project are related to the modalities of dual qualification both for young or adult people, within the broad scope of management and co-ordination of National Qualifications System, which includes the National System for Adult Education and Training (through Recognition, Validation and Certification Processes or Adult Education and Training Courses or Modular Training Actions) and all the vocational courses to obtain basic or upper-secondary education.

Success factors One of the main success factors is the adhesion in big scale to such an initiative in the field of education. The partnerships established between different operators (public and private sector) and the providing of modular and flexible pathways for adult population are two more factors. And finally the adoption and development in such an integrated way of a public policy that joins the education, training and unemployment measures.

Results The results obtained in the adult education field are historical. More than one million people are engaged in qualification pathways and more than 350,000 adults have competed at least one higher level of education in comparison to their school trajectory in 2000. With regards to young people we have achieved the goal of having 50% of the students attending vocational courses in 2009.

Partners Public and private schools; vocational schools; training centres; private and certified training entities; higher education institutions; associations; unions; NGO's

Project website www.novasoportunidades.gov.pt
www.anq.gov.pt
www.catalogo.anq.gov.pt

Contact person Maria do Carmo Gomes, e-mail: carmo.gomes@anq.gov.pt

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Slovak Republic Spider-net

Background and rationale The project 'Spider-net' (Pavucina) was realised in compliance with the Strategy of the Criminality Prevention of the Slovak Republic for years 2007 - 2010 and priority B.4 'Prevention and Elimination of Violence against Women and in Families'. The conditions allowing the efficient prevention of the male violence against women have to be created at the regional/local level where there is likely their protection increased and appropriate tools and measures adopted by respective regional bodies.

Aims and objectives 'Spider-net' aims to:

- systematically solve the situation in the area of prevention and elimination of the male violence against women committed in Banská Bystrica Self-Governing Region;
- engaging and networking relevant regional actors in the fight against the male violence in the target region; and
- continuing the active and systematic co-operation in solving the situation in the area of prevention and elimination of the male violence.

Timeframe June – December 2009

Budget and source of financing EUR 10,000 (80% provided by the Slovak Ministry of Interior Affairs and 20% by the Banská Bystrica Self-Governing Region)

Human resources 5 members of the project team

Activities The project 'Spider-net' was held in the form of series of workshops of the participants involved (state sector, non-profit and self-government sectors), during which they have exchanged their practical experience and they have also proposed the systematic solutions in the fight against the male violence. The output of these workshops was materialised in the action plan of the male violence prevention and elimination in Banská Bystrica Self-Governing Region.

Success factors Successful and effective interconnection of all participants in the Banská Bystrica region and establishment of the co-operating team was crucial. This was enabled due to high commitment and active involvement of the participating institutions. Effective steps were taken in order to prevent and eliminate the violence committed against women in region leading to the lower occurrence of the violence against women (and children) and increasing protection of victims of the domestic violence (also after the implementation of the project).

Results An 'Action Plan of the Male Violence Prevention and Elimination in Banská Bystrica Self-Governing Region' was developed in compliance with National Action Plan. A structured webpage providing statistics, contacts, simplified legislation covering the violence committed on women and the information about the zero tolerance of violence was created and broadly promoted.

Partners Project owner: Banská Bystrica Self-Governing Region
Project partners: Centre of Labour, Social Affairs and Family (regional offices located in the Banská Bystrica Region); NGO dealing with the violence against women; towns of the region; Slovak Police (regional office)

Project website www.nemlcotom.sk

Contact person Jana Nová, e-mail: jana.nova@vsemvs.sk

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Sweden

KNUT - Local Government Partnership Improving Social Services and Labour Market Practice

- Background and rationale** KNUT, as a partnership of four municipalities, can be seen as an 'umbrella' under which several initiative and projects are being developed and implemented when the partnership identifies short-comings in the support system. One problem is short-term thinking and tunnel vision concerning people with complex needs when many social actors are involved and time horizon is long. From a societal perspective the economic and social value of prevention and rehabilitation is huge. Socio-economic analysis aims to identify when, where and to what cost it is most effective to assist people to get access to the labour market.
- Aims and objectives** The main aim of KNUT is to secure 'the right measure/effort to the right person, at the right time, right cost and by the right actor'. A key issue of the partnership is to implement a socioeconomic approach/policy to 'invest' in people 'hard-to-reach' and 'hard-to-place'.
- Timeframe** The KNUT partnership is in operation since 2006 and is now in its third phase (2010 – 2011) in the process towards an evidence-based social service and local labour market practice.
- Budget and source of financing** SEK 6,742,000 allocated for 2010 – 2011 (European Social Fund)
- Human resources** The project finances process coaches (1 full time) and an external chair person of the executive body. Outside the EU funding the municipalities have allocated resources for internal project leaders for different development projects as well as an executive body of 8 persons.
- Activities**
- Capacity building (continuous learning);
 - Cross-municipality learning and cross-sector collaboration;
 - Need-driven interventions and individual action plans; and
 - Development and social innovations.
- Success factors** Active ownership; from front-line bureaucrats to politicians; need-demanded interventions; close co-operation with national authorities as the Swedish Association of Local Authorities and Regions; the National Board of Health and Welfare; the Public Employment Service; the Institute for Civil Society Studies.
- Results** KNUT has developed and implemented a standardised assessment instrument which gives a thorough screening of new clients (person applying for social allowance). The instrument helps the client and the social welfare secretary defining needs, what measures/interventions should be taken and by whom. An action plan is included as well as an evaluation and case reports developed during training and learning (evaluation, socio-economic, implementing leadership, gender mainstreaming).
- Partners** Following municipalities are involved in the third phase of the KNUT-process:
Project owner: Södertälje
Project partners: Nynäshamn; Salem; Sundbyberg
- Project website** www.knut2.se
www.knut3.se
- Contact person** Lena Rogeland, e-mail: lena@rogeland.se

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United Kingdom

Step Closer 2 Work (SC2W)

Background and rationale Step Closer 2 Work (SC2W) originated from a Jobcentre Plus sponsored Neighbourhood Renewal Funding (NRF) bid (2005), to fund and support for incapacity benefit recipients who did not fall in to the 'Pathways' cohort, to find training and employment opportunities. Critically, the bid proposed that SC2W would use Jobcentre Plus trained advisers to deliver community based 'outreach' advice and guidance to long-term incapacity benefit recipients living in Liverpool's Super Output Areas (SOA's).

Aims and objectives

- Achieving participant job outcomes and training targets;
- Focused resources on identification of potential participants, working closely with partners and achieving results;
- Engagement with long-term incapacity benefit/Employment support Allowance (ESA) recipients in Liverpool SOA's; and
- Re/introduce participants to mainstream support.

Timeframe Autumn 2006 – March 2011

Budget and source of financing GBP 800,000 budget for 2009 – 2010 (initially Neighbourhood Renewal funded now Working Neighbourhood funding)

Human resources Started with 25 staff with a core adviser team of 17; currently operating with overall head count of 18 with 11 advisers.

Activities

- Marketing the project - engaging in the community;
- Working with participants to identify their barriers to employment by completing thorough diagnostic interviews (in outreach locations); and
- Funding and the support necessary to for participants to secure a job.

Success factors Meeting agreed targets. The targets for 2009-2010 are:

- 250 unemployed people into employment;
- 350 unemployed people into training (vocational and non-vocational); and
- 50 unemployed people complete basic skills training.

Results Placed 714 participants into work since the project started in 2006.

Partners Project Owner: JobCentre Plus
There are over 30 public and private partners and providers engaged including: Local Authority; Registered Social Landlord's (RSL's); Health Partners; Employers and specialist service providers.

Project website www.stepcloser2work.co.uk

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International projects, networks

(in alphabetical order)

17 February 2010, 9.15 – 10.15, Austria Trend Hotel Savoyen Vienna

Community of Practice (COP) on Partnership in the ESF

- Background and rationale** The 'COP on Partnerships in the ESF' was set up as mutual learning network under the ESF 2007-2013. The transnational co-operation ensures knowledge exchange of ESF-Managing Authorities as well as other stakeholders, in particular, other programme managing authorities, such as e.g. ERDF-MAs. In general, the COP focuses on partnerships being adopted by national and regional Operational Programmes of Member States.
- Aims and objectives** The COP's mission is to stimulate more creative partnership thinking and implementation in the Structural Funds, especially in the European Social Fund (ESF), by convincing programme managers of the importance of partnership, and enabling them to provide high quality support to partnerships in a Structural Fund context.
- Timeframe** January 2009 – June 2011
- Budget and source of financing** EUR 490,925 (European Social Fund and Austrian national co-funding)
- Human resources** Project team consists of 4 persons shared between the project lead partner (BMASK) and the project management (ZSI).
- Activities** The work of the network is carried out within two pillars:
- pillar A 'Exchange & Learning': partnership portal, policy fora, COP meetings & PEO exploration, peer reviews, partnership conference, dissemination activities and exchange between other networks; and
 - pillar B 'Joint development': PEO Key lesson reports, Partnership Learning Manual, Communiqué on partnerships of ESF-MAs.
- Success factors** The success factors are linked to the permanent exchange of the COP members, which contributes to change by jointly reflecting partnership practices, exploring effects and discussing opportunities in the MS in order to enhance policy outcomes.
- Results** 'PEO Key lessons reports' informing on results achieved by the implementation of partnerships in Portugal and Sweden published so far; 3 COP meetings in different Member States organised and ongoing communication via the 'Partnership Portal'.
- Partners** Project owner: Federal Ministry of Labour, Social Affairs and Consumer Protection (BMASK), Austria
Project partners: Centre for Social Innovation (ZSI), Austria; ESF-Agency Flanders, Belgium; Ministry of Labour and Social Affairs, Germany; gsub - projects company mbH, Germany; Ministry of Employment and Social Protection, Greece; National Development Agency, Hungary; Ministry of Social Affairs and Labour, Hungary; Pobal, Ireland; 'Cooperation Fund' Foundation, Poland; Human Potential Operational Programme, Portugal; and Ministry of Labour, Social Solidarity and Family, Romania.
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17 February 2010, 9.15 – 10.15, Austria Trend Hotel Savoyen Vienna

MetropolisNet EEIG - European Network of Local Development Partnerships in Metropolitan Areas

Background and rationale MetropolisNet is an urban network of different types of organisations in a number of European cities, for social inclusion and employment. The network developed from a collaborative network of Territorial Employment Pacts (established in January 1998). Since March 2009, the network is registered as an European Economic Interest Group (EEIG) in Berlin, Germany. It is a vehicle for inter-city and inter-organisational collaboration in promoting the empowerment of local actors by emphasising the local dimensions of EU policies on employment and social affairs, and for developing the local dimension of EU strategies on employment, social inclusion and local development.

Aims and objectives

- Promoting employment and social cohesion in large city and urban areas;
- Exchanging information and supporting and co-ordinating local partnerships and employment pacts in implementing the local approach of the European Employment Strategy; and
- Co-operating in joint projects and developing co-operation with other relevant organisations.

Timeframe On a continuing basis.

Budget and source of financing The administrative part of the network is financed by its partners. Projects are funded by the European Commission (partner projects and joint projects).

Human resources The grouping is managed by a director, a co-ordinator and a student assistant.

Activities MetropolisNet:

- meets twice annually for exchanging information;
- collaborates through transnational projects; and
- participates on transnational conferences in the context of local development, employment and social inclusion.

Success factors MetropolisNet is a sustainable network with partners from eight different European countries for more than ten years now. In March 2009 the sustainability of the Network was strengthened even more. With the registration as a company (EEIG) MetropolisNet has a strong binding structure, which allows to work more on long-term goals and to learn from the collaboration.

Results

- Identification of key success factors of local networks;
- Know-how in implementing local partnerships into practice; and
- Developing of recommendations for implementing local strategies into regional and/or national programmes.

Partners Full Members: CIOFS-FP, Rome, Italy; Documenta, Santander, Spain; Dublin Employment pact, Dublin, Ireland; Gsub projektgesellschaft mbH, Berlin, Germany; Lawaetz-Verein, Hamburg, Germany; Centre for Social Innovation, Vienna, Austria
Associated partners: Agencia para el empleo, Madrid, Spain, Budapest Esely, Budapest, Hungary; Haringey Council, United Kingdom; Tampere City Region Labour Force Service Centre, Tampere, Finland

Project website www.metropolisnet.eu

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17 February 2010, 9.15 – 10.15, Austria Trend Hotel Savoyen Vienna

OECD LEED Forum on Partnerships and Local Governance

- Background and rationale** Area-based partnerships are tools to improve governance. They seek to improve policy co-ordination and adaption 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. The Forum facilitates international exchange between partnership practitioners.
- Aims and objectives** The OECD LEED Forum on Partnerships and Local Governance is a world-wide network of practitioners. The objectives of the Forum are to stimulate learning between partnerships and facilitate the transfer of expertise; create synergies; improve the co-ordination between policies and to advise and support partnership organisations.
- Timeframe** In operation since 2004.
- Budget and source of financing** European Commission; Austrian Federal Ministry of Labour, Social Affairs and Consumer Protection (BMAK); Pöb, Ireland
- Human resources** A multidisciplinary team based at the OECD Headquarters (Paris, France), OECD LEED Trento Centre for Local Development (Italy) and Forum Office at the ZSI (Centre for Social Innovation), Vienna, Austria.
- Activities** The main activities of the Forum are:
- Networking of institutions;
 - Policy advice and capacity building (country reviews, seminars, study visits);
 - Information exchange (Forum documentary base; country fact sheets; handbooks, thematic brochures, e-newsletters) and annual meetings, international conferences and seminars.
- Success factors**
- OECD LEED Programme long-standing expertise in local development and partnership issues and policies;
 - The Forum builds on the ZSI experience in coordinating Austrian Territorial Employment Pacts and partnership networking in Europe;
 - A unique platform for information exchange at international level bringing together partnership practitioners from Europe, North America and Asia Pacific.
- Results**
- A growing network includes 2.600 partnerships and partnership practitioners in over 50 OECD member and non-member countries; The Forum became a knowledge source for partnership practitioners world-wide;
 - Support of partnership activities through know-how exchange, training/capacity building and study visits.
- Partners** The network and all activities are co-ordinated by OECD Headquarters (Paris, France), OECD LEED Trento Centre for Local Development (Italy) and Forum Office Vienna at the ZSI (Centre for Social Innovation), Austria.
- Project website** www.oecd.org/cfe/leed/forum/partnerships
www.forumpartnerships.zsi.at
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Employment and Skills Strategies in Southeast Asia (ESSSA) - a joint OECD, ILO and ASEAN Initiative

- Background and rationale** The Southeast Asian region has experienced some of the highest growth rates in the world, with investments in skills playing a significant role in helping national economies to adjust to changes in working practices, advances in technology, and challenges associated with globalisation. In some countries this process has been more successfully managed and significant advances have been achieved in growth rates and employment levels, but in others it has resulted in stagnation of economic sectors, underemployment, rising unemployment levels and social exclusion for large sections of society. The initiative on Employment and Skills Strategies in Southeast Asia (ESSSA) facilitates the exchange of experiences on employment and skills development.
- Aims and objectives** Guide policy makers in the design of policies which tackle complex cross-cutting labour market issues; Build the capacity of practitioners in implementing effective local employment and skills development strategies; Assist in the development of governance mechanisms conducive to policy integration and partnership at the local level.
- Timeframe** In operation since 2008.
- Budget and source of financing** The ESSSA initiative is co-funded by the European Commission and participant countries.
- Human resources** A number of employees of the OECD Headquarters (Paris, France) and the OECD LEED Trento Centre for Local Development (Italy).
- Activities**
- Networking: the initiative networks stakeholders involved in local employment and skills development throughout the region;
 - Expert meetings: on specific themes at the request of interested countries, gathering policymakers, practitioners and researchers;
 - Research: ESSSA carries out a research programme responding to the needs of policymakers and practitioners in the region; and
 - Capacity building seminars.
- Success factors**
- Strong co-operation with other international organisations working in the region (ILO) as well as regional based organisations (ASEAN).
 - Strong foundations of work and focus of the initiative on discussions held in the region with experts on skills and employment planning.
- Results** Two joint ILO/OECD expert meetings held in Indonesia gathered growing interest in the region; first OECD/LEED ESSSA report (Dec 2009) identifying the main constraints facing employment growth in the region; a new Web 2.0 site platform was established to share information and knowledge.
- Partners** The ESSSA initiative is managed by the OECD LEED Programme in collaboration with the International Labour Organisation (ILO), the Association of Southeast Asian Nations (ASEAN) and participant countries from the region.
- Project website** <https://community.oecd.org/community/esssa>
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Projects by international organisations

(in alphabetical order)

17 February 2010, 9.15 – 10.15, Austria Trend Hotel Savoyen Vienna

Community Capacity Building - Fostering Economic and Social Resilience

(OECD LEED Programme Cross Country Comparative Study)

- Background and rationale** Community capacity building (CCB) focuses on enabling all members of the community, including the poorest and the most disadvantaged, to develop skills and competencies so as to take greater control of their own lives and also contributes to inclusive local development. Not only can communities be more cohesive but they can also be more resilient and better placed to confront economic and social challenges. Meaningful and effective community capacity building can be stimulated and fostered by national and local governments, and by the capacity which communities have already developed, so that power becomes increasingly embedded within them.
- Aims and objectives** The specific focus of the project is to enhance local and national governments' capacity to design and implement strategies to build, rebuild and sustain community capacity – especially in deprived communities and in towns, cities and regions suffering from economic decline, worklessness and benefits dependency. To this end the project will identify the current approaches to CCB, the obstacles to designing effective CCB strategies, together with the drivers to more effective empowerment at local level. Emphasis will also be put on the skills and institutions needed in a community to actively build or rebuild local social and economic life. Recommendations will be developed and international examples of good practice ('learning models') will be provided.
- Timeframe** 2009 – 2010 (renewable)
- Budget and source of financing** Co-financed by the countries participating in the project.
- Human resources** An integrated team of OECD and external experts.
- Activities**
- Analysis and assessment of CCB current and potential strategy in selected countries through a multiple methodology: desk research, study visit, interviews with selected stakeholders, preparation of a country report, preparation of a transnational report; and
 - Capacity building seminars.
- Success factors** A sound methodology of work, an extensive expertise in the fields of the analysis, the contribution of a team of international experts.
- Results**
- A final report to the countries participating in the project including an in depth assessment of the CCB and an analysis of the barriers hindering communities to be fully empowered, targeted policy recommendations for policy makers at national and sub national levels, international learning models.
 - Outcomes: increased awareness of the potential of CCB to create more resilient communities; empowerment of the main stakeholders in the field of CCB.
- Partners** Countries or localities participating in the study.
- Project website** www.oecd.org/cfe/leed/forum/socialinnovations
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Improving Social Inclusion at Local Level through Social Economy

(OECD LEED Programme Cross Country Comparative Study)

- Background and rationale** Social inclusion is a complex and multifaceted issue; one which requires the engagement and involvement of a range of public and private sector actors, as well the social economy. The complex challenge of improving social inclusion has been an area of significant attention within the OECD LEED Programme since its inception. Promoting effective strategies to increase social inclusion at national and local levels is a central priority for the OECD and its member countries. The most effective ways of fostering social inclusion, and the roles of various national, regional and local actors in doing so through active social policies, have been examined by the LEED Programme in a range of different activities. In parallel to this, extensive analysis has also been undertaken in the fields of the social economy and social entrepreneurship. One of the elements that has emerged from these activities is the importance of the social economy and the contribution it can make to building greater social inclusion and cohesion. It is this contribution that has led to the social economy becoming an increasingly prominent actor in delivering well-being policies in many countries.
- Aims and objectives** The aim of this project is to provide guidance to national, regional and local actors on how to improve social inclusion capacity effectively, in particular, by leveraging the social economy. It is proposed to undertake cross country studies to assess the current strategies of social inclusion in selected localities and in selected policy areas and to explore the contribution of social economy organisations in fostering social inclusion. The assessment will lead to policy recommendations aimed at increasing the overall effectiveness of social inclusion strategies. The outcome of the project is an assessment of the contribution of social economy organisations to social inclusion, as part of an assessment of social inclusion strategies.
- Timeframe** 2008 – 2010 (renewable)
- Budget and source of financing** Funds made available by the EC and the countries involved in the project.
- Human resources** A multidisciplinary international team of OECD and external experts.
- Activities** Analysis and assessment of the social economy contribution to social inclusion and economic development in selected countries through a multiple methodology: desk research, study visit, interviews with selected stakeholders, preparation of a country report, preparation of a transnational report; and Capacity building seminars.
- Success factors** A sound methodology of work, an extensive expertise in the fields of the analysis, the contribution of a team of international experts.
- Results** A final report to the countries participating in the project including an in depth assessment of the contribution of the social economy to the social and economic arena, an analysis of the barriers hindering its further development and of the opportunities for consolidation, targeted policy recommendations for policy makers at national and sub national levels.
- Partners** The EC Directorate for Employment, Social Affairs and Equal Opportunities, the Polish, Korean, France, and Slovenian Governments.
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Skills for Entrepreneurship

(OECD LEED Programme Cross Country Comparative Study)

Background and rationale One of the most important inputs for successful new business start-up is entrepreneurial skills and competences. Motivated people need the right set of technical, management and entrepreneurial skills to identify business opportunities and turn entrepreneurial ideas into successful ventures. Universities and vocational education and training institutions are key potential providers of these skills.

Aims and objectives This project assists regional development agencies, national and local governments, universities and training providers to strengthen their entrepreneurship skills policies. While there is much local policy experimentation in this area, major information gaps remain. Which entrepreneurship skills and competencies can be trained? How can they be taught? Which organisations are best suited for delivering this type of training? Which policy delivery arrangements are most appropriate?

The entrepreneurship skills system is assessed in a series of case study regions in order to provide comparative information on the extent and nature of entrepreneurship training delivery, assess the appropriateness of entrepreneurship training to needs (scale, content, teaching methods, accessibility), and identify new directions for policy development.

Activities The work will involve a self-assessment report, a study visit and a local workshop as well as questionnaires to entrepreneurs, trainers and policy makers.

For the case study region, the OECD would identify:

- the lessons from international best practice for the case study area;
- examine the existing local evidence and reports through a local diagnostic exercise;
- hold an interactive study visit by an international review panel to discuss the issues and options with all the local stakeholders;
- hold a local workshop; and
- provide a case study report and policy development Action Plan.

Timeframe 2010 – 2011
(possible extension to 2012 – 2013)

Project website http://www.oecd.org/document/31/0,3343,en_2649_34457_44281759_1_1_1_1,00.html

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United Nations Industrial Development Organisation (UNIDO)

Improving the Structure of the Automotive Component Sector in India

Background and rationale In response to the challenges of globalisation, and mindful of the significant benefits to be had from a constructive goal-oriented partnership between the business community and the UN system, UNIDO has launched an innovative approach to build partnerships between major private sector actors - both industrial corporations and civil society organisations - developing country governments and institutions, and UNIDO itself with a view to contributing to global development objectives. The first agreement under this new initiative was forged in November 1998 in the case of India. Currently UNIDO is implementing 3 projects with a focus on the automotive sector.

Aims and objectives The objective of this particular agreement is to improve the structure of the automotive component sector in India and to enhance the performance of domestic enterprises in this sector to transform them into globally competitive suppliers. As a result, foreign investment flowing into the country's automotive sector would be able to benefit from stronger backward linkages with a pool of indigenous local component suppliers thus increasing overall development impact. This is also to be seen in the perspective of the implications of the entering into force of the WTO agreements.

Timeframe 1999 – 2010

Budget and source of financing USD 2,800,000 (UNIDO/Government of India), EUR 3,000,000 (Italian Co-operation Bilateral Fund)

Human resources More than 30 counsellors from the Automotive Component Manufacturers Association of India (ACMA) and 10 UNIDO staff.

Activities Shop-floor assistance spread over a period of 24 months; instalment and training on UNIDO software for financial planning and business performance assessment; participation at international fairs and factory visits in France and Italy; bilateral meetings with potential foreign buyers; subcontracting and partnership exchange (SPX); private equity and venture capital.

Success factors Faster and more efficient production; investing in people, the foundation for continuous improvement; quality improvements through standard operating procedures; and bridging the communication gap between management and workforce; SPX direct profiling and audit of the companies, COMFAR business planning.

Results Change in awareness towards quality and efficient working methods; cultural change; quantitative improvements; new export contacts and possible joint venture opportunities; inter-firm networking and co-operation.

Partners FIAT S.p.A. through MAGNETI MARELLI; INSEAD; Prince of Wales Business Leaders Forum (PWBLF); Automotive Component Manufacturers Association of India (ACMA); Automotive Research Association of India (ARAI); Ambattur Industrial Estate Manufacturing Association(AIEMA); Marhata Chamber of Commerce and Industry (MCCIA); (MSME and DIPP) Government of India; United Nations Industrial Development Organization (UNIDO)

Project website www.unido.org

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