

On Developing Effective Local Partnerships for the Advancement of Youth Employment and Opportunity



JobTown Learning Module n. 1

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Foreword

While each locality forming the JobTown network has its unique specificities, we all have things in common.

All city leaders have to work with networks, continually strengthening them and using them to crystallise stakeholders into city partners. Forming such local partnerships is a path towards policy that is more strategic, and more about long-term projects.

Moreover, effective city networking extends beyond borders and cultures, as all our challenges are increasingly alike or interrelated. From our individually cherished localities, we do best when we embrace openness and think on a European scale, to understand each other and to learn from each other.

The challenges contemporary societies face are complex, and tackling them requires a wide range of skills and knowledge – thus we need to collaborate with a great variety of partners and pursue cooperation across different levels of government. Accordingly, at the outset of JobTown, it became clear to us we had to build strong working relationships with the region and the province.

Historically, my city, Cesena, has enjoyed a vibrant local economy, as a prosperous part of Emilia-Romagna – a region long recognised throughout Europe for its strong economic performance and quality of life. In the past, high levels of employment in good jobs with good salaries were the result of economic competitiveness, based on a well developed agricultural and food sector, a robust local business environment and the added benefits of tourism.

Now, as elsewhere, we have seen that we can no longer rely on formulae of the past, to provide our young people with the standard of living and degree of opportunity their parents knew.

So, we have to work for, and with, our young people, to reimagine our city, envisioning the Cesena we want to be in, say, twenty years.

Focus must be shifted – urgently – onto a different model of development, one marked by

technological innovation, environmental sustainability and urban regeneration, to provide our citizens with quality of life and an engaging, useable city.

We can only get there by involving our young people. They should be agents of the changes in their own lives and community – protagonists, not just ‘end users’.

For such a process to bear fruit, great attention must be given to how it is carried out. In this regard, exchanging within a European network is a great opportunity for reciprocal learning about the participatory processes we need to get right. As peers, we compare our situations and our approaches to the challenges we all face.

Together, across Europe we are teasing out tomorrow’s cities, sharing our dreams and hopes, and quietly building them in the day-to-day.



Matteo Marchi

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About this Learning Module

This document seeks to support the establishment of **Local Partnerships for the Advancement of Youth Employment and Opportunity**, by looking at what makes a given model of cooperation effective and how to establish and maintain such cooperation. It builds on contributions and case studies from the **JobTown** partners and from the **OECD's Local Economic and Employment Development (LEED) Programme**.

JobTown¹ is a network of 11 localities across Europe, co-financed by the European URBACT² programme for promoting sustainable urban development. The JobTown network believes that youth unemployment, poor employment and inactivity need to be understood as **structural** problems pre-dating the economic crisis (though severely worsened by it), and as such must be treated by **systemic** approaches. The network understands efforts for the creation of youth employment and opportunities, and local development strategies, as ultimately **two sides of the same coin**. In keeping with the URBACT approach, each JobTown locality has established a Local Support Group, as a basis for developing sustainable Local Partnerships.

The **OECD LEED** Programme has advised governments and communities since 1982 on how to respond to economic change and tackle complex problems in a fast-changing world. Its mission is to contribute to the creation of more and better quality jobs through more effective policy implementation, innovative practices, stronger capacities and integrated strategies at the local level³. In 2004 the OECD LEED Programme together with the Austrian government and the European Commission created a Forum on Partnerships and Local Development – a worldwide network of local development practitioners – as a way to

reinforce these governance structures and their impact on policy⁴.

This Learning Module is the first of a series of 5 Learning Modules to be produced by the JOBTOWN network, each one dealing with one of the following themes addressed by the network:

- **Developing effective models of cooperation**
- **Making education and vocational education and training responsive to the needs of the local labour market**
- **Matching employment and demand by improving analysis and forecast of labour market evolution and needs**
- **Entrepreneurship – support for business creation and development, self-employment**
- **Social economy and resource management: Innovation and how to do more for less**

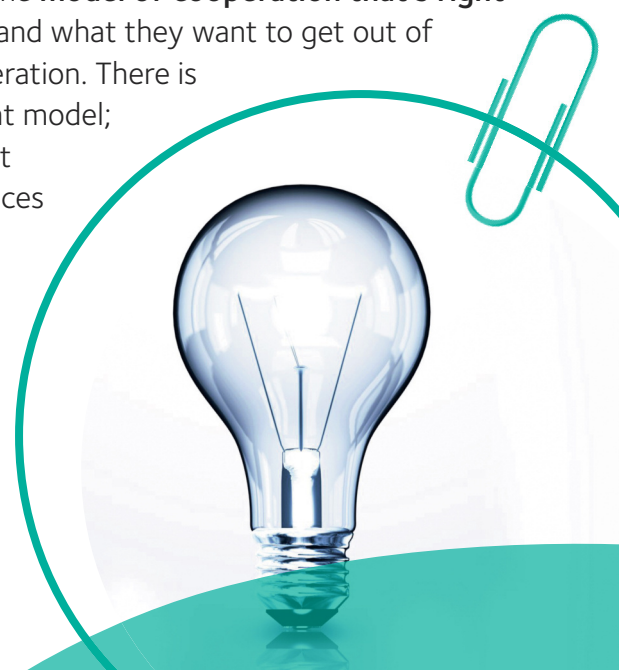
The Module builds upon material developed within the JobTown URBACT network and its activities. It is intended for any city or otherwise interested party, concerned with how to go about establishing an effective partnership for the advancement of youth employment and opportunity – particularly at the local level. Rather than a prescriptive declaration, the document is a support for readers seeking to articulate the **model of cooperation that's right for them**, and what they want to get out of such cooperation. There is no one right model; it's all about specific places and their specific needs,

¹ <http://urbact.eu/en/projects/active-inclusion/jobtown/homepage/>

² <http://urbact.eu/>

³ See LEED's mission: <http://www.oecd.org/cfe/leed/>

⁴ <http://www.oecd.org/cfe/leed/forumpartnerships.htm>



circumstances and possibilities – and trade offs. The method is one of leading readers through a series of factors and issues to consider – the responses to which will be a basis for their own approach to a local partnership.

The first chapter offers 1) a **checklist** of elements for determining partnership effectiveness, 2) established guidelines on how to **evaluate** partnerships effectiveness, and 3) an outline of circumstances in which partnerships most commonly can **go wrong**.

The subsequent chapter talks about 1) how a partnership can be **structured**, 2) key factors to consider, 3) two basic partnerships typologies,

and 4) how to meaningfully involve the target group – in the case of JobTown young people themselves.

Then come some **practical examples and tools** from the JobTown network, on effective partnerships, participation of the target group and tools for articulating a partnership.

The final chapter wraps up the document with some concluding remarks and observations.

This Learning Module is supported by a video available on <http://www.youtube.com/watch?v=6VLKLAELuk>

1. How to evaluate partnership effectiveness

Why it matters

The impact of the current economic crisis is evident in Europe's currently soaring levels of youth unemployment and a widespread dearth of opportunity for the young – already a significant problem prior. Any lasting change and reform will require a coordination of efforts.

Accordingly, effective partnerships for the advancement of youth employment and opportunity matter, because they lead to:

- A more **coordinated approach to job development**, by creating one stable point of access for partnership development with employers, youth organisations and services, labour organisations, public institutions and different departments of the local administration, schools and training providers and other relevant stakeholders and expertise (as per the characteristics and dynamics of each locality).
- **Enduring systems of cooperation** between stakeholders and relevant public agencies and levels of administrations, for policy development and implementation, and for improving governance
- Better **understanding and forecasting** of local labour market requirements (what skills, competences, profiles are needed?), by liaising

with those who have the insight (e.g. local employers, employment agencies, etc.).

- More **comprehensive** youth, employment and training services, with a better overall view of the situation in terms of offer, opportunity and need.
- **Joined up** policy, breaking down 'silos' and increasing interconnectedness in administration policy and among its staff.

What is an effective partnership?

The OECD's Local Economic and Employment Development (LEED) Programme recommends using a checklist of 8 points as a convenient tool for **determining partnership effectiveness**⁵. It can also be a useful 'off-the-rack' structure for kicking off evaluative discussion among partners and associates, i.e. examining together whether the partnership is able to:

- 1) Agree strategic **priorities**?
- 2) Exert strong **leadership**?
- 3) Demonstrate clear **accountability**?
- 4) Develop effective links and **relationships**?
- 5) Agree and set clear **indicators** of success?
- 6) **Monitor and report** on performance effectively?
- 7) Manage and improve **performance**?
- 8) Plan **delivery** effectively?

Careful, however, that the **tail does not wag the dog**.

In some cases, goals become determined by what can most easily be demonstrated as successful, rather than what is needed. That is, in some instances – due to legitimate pressure to be accountable and the convenience of certain simple clear quantitative indicators such as 'number of people attending event' etc – a certain **drift in purpose** can discretely set in.

Though sometimes initially more difficult to design, a more qualitative approach to evaluation

⁵ See more in: Successful Partnerships: A Guide, OECD LEED Forum on Partnerships and Local Development (<http://www.oecd.org/cfe/leed/36279186.pdf>)

"Here the recession taught a lesson the hard way. It showed us once and for all that you can't get by alone. We're not sufficiently clever, big or rich for that and we don't have the resources to manage alone. But the recession was so hard on us that we just had to, we had to do something in order to survive. And why not do and think about it together."

– Local official, from Jyväskylä Finland, describing the response of the city to a severe economic crisis in 1990's, and the path to rebuilding their local economic model

Source: Linnamaa, R. (2002) in Guidoum, Y., 'Successfully Rebuilding an Economic Model, with Severe Economic Crisis as the Starting Point – URBACT Case study of cities response to the crisis: Jyväskylä'

http://urbact.eu/fileadmin/general_library/Jyvaskala_URBACTcasestudy.pdf

may be called for, particularly where **nothing new** is being created or done, but rather existing services and processes are being improved or reworked in some way. Particularly in such cases qualitative indicators can tell an essential part of the story.

Partners need to develop a clear evaluation strategy early in the life of their partnership

Accountability is key to the legitimacy of an initiative, and thus to its possibilities for success (i.e. through procuring buy in, support, acceptance etc.).

Evaluation (i.e. accurate answers to questions like: How successful are we? How effective? How good are our results? Do our actions achieve what they are supposed to? etc) is key to accountability.

Conversely, when focusing on a very local level as partners in URBACT networks do, data is often unavailable or of imperfect quality and character – e.g. only available for a greater region, not for the specific locality in question, etc. Thus when developing indicators, a degree of pragmatism and creativity is often called for. Moreover, qualitative data is too often underappreciated and underdeveloped.

For its part, the OECD's LEED Programme argues for developing a clear evaluation strategy **early** in the life of a partnership, so as to allow members to better keep work on track and effective, and to improve delivery⁶.

LEED sets out 4 principal elements on which to base evaluation of partnership:

1) Set **strategic vision**: A broad description of where it wishes to be at the end of given time.

Consider asking your partners and associates at the beginning of the endeavour: "If this works and we get in a time machine and travel forward 'X amount of time' from now, what will we find?"

When choosing how far ahead, or when, to project a strategic vision forward, there are key timeframes to consider. The most important is likely the period **after a project or action is over**: what will have changed in the locality (compared to before the project/action) and what will remain? The 'aftermath' goals, once stated, provide a source from which to extrapolate **ex post evaluation** indicators.

Any locality functions within a range of **national, regional and local** timeframes and events – such as electoral cycles or funding periods of programmes like the European Union Structural Funds. Some examples of conditioning timeframes from within the JobTown partnership:

- Thurrock projects a **population increase** of 30% by 2033 and the Council has the official objective of creating 26,000 jobs by 2021.
- In Rennes, a fast **TGV** train line is to be completed in 2016, establishing greater direct linkage with Paris and creating a new pole of employment, service and business activity around the train station and infrastructure being put in place.
- Gondomar Parish is **amalgamating** neighbouring territories in 2013 and thus will subsequently have to manage a larger, different territory with new functions and responsibilities accorded it.

2) Agree on key themes:

Together, the main partners have to agree a set of key themes they want to focus on – what are they partnering together to work on?

For instance, in the case of JobTown – whose general theme is youth employment and opportunity – the network was formally consecrated, from the outset, to five specific sub-themes:

- I. Developing **effective models of cooperation** – for involving and mobilising youth, local businesses, training and education providers, and relevant public bodies, services and administrations.

⁶ Partnerships, Performance Management and Evaluation, OECD LEED Forum on Partnerships and Local Development HANDBOOK no. 2 (<http://www.oecd.org/cfe/leed/45204566.pdf>)

- II. Making **education and vocational education and training** responsive to the needs of the local labour market.
- III. Labour market **analysis**: matching employment and demand by improving detection and forecasting of labour market evolution and needs, in terms of demand for skills and professional profiles.
- IV. Support for **business** creation and development, self-employment, acquisition of entrepreneurial skills, and improving the business environment.
- V. **Social economy** and resource management: Innovation and how to do more for less.

Among these key themes, different individual participants will typically have their own priorities, with the other themes being at best of a more supplementary interest. This can be fine as long as all accept the presence of all the themes – i.e. precluding ‘why do we have to talk about this?’-type arguments.

A fundamental challenge is expressing such themes in terms of the **language** (*literally* – French, Polish etc. – and *figuratively*, i.e. how those people talk about a given issue, terms that have value and meaning for them, etc.) and the **concerns** of their local stakeholders.

Managing to do this will require good **local awareness**, and linking the themes to **concrete** local matters, such as improving or setting up a local service, regenerating a specific area or facility, supporting effective implementation of national policies (e.g. a country-wide apprenticeship scheme, new legislation affecting governance or environmental standards, etc.).

3) Decide on **priorities**:

Themes are conceptual areas; what do you want to get done in these areas? Those are your priorities.

Partnerships need to be concrete about which local services, functions, situations or processes they want to address – essentially, this will be determined by:

What most **needs** to be addressed

What the local partnership is most **able** to effectively address

What actions you can get people to **support**.

A partnership-based approach depends on principles of stakeholder involvement and participation; if stakeholders own concerns are not being addressed, they will have little reason to contribute. And, without support and cooperation from key stakeholders – such as employers – administrations concerned about employment are unlikely to achieve much.

4) Develop **action plans**:

The Action Plan should be **concrete**, e.g. detailed actions with a clear functional relationship with delivering the already described vision, targets, how evaluation will be done, and so forth.

Evaluation is a dimension of any action plan and the indicators will stem from the plan’s own stated goals and rationale. Partnerships need to develop the evaluation procedure and indicators, together, as an **ongoing part** of developing the Action Plan, not as something to add on after it’s done.

Likewise, the plan should be useable throughout its development. For instance, a local administration cannot accept to be in any way stalled until the Local Action Plan is formally finished and published as an output. Rather, such an administration, and its partnership, should be able to take action or seize a fortuitous opportunity – benefitting from the Local Action Plan process, thinking and insights – **at any time**.

That is, the Action Plan



should have some operative – though flexible and still developing – **interim value**.

For its part, the partnership building **process** that supports developing an Action Plan, needs to be seen as, in of itself, having **value** and providing opportunity – i.e. networking opportunity, supporting citizen involvement, establishing shared interest, learning where barriers are for different actors, etc.

Similarly, the Action Plans that partnerships develop must have value in themselves and **not rest contingent** on external factors over which they have no or limited control. For example, URBACT networks explicitly seek to equip localities to take better advantage of EU structural funds; accordingly the Local Action Plans are supposed to work as a catalyst for obtaining and better using such funds. While such a goal is reasonable, it should not be an '**all or nothing**' proposition.

The approval of future funding – European or otherwise – is unpredictable, and an Action Plan must **never end up without results** the partnership can point to.

In the case of JobTown, as an **URBACT** network, the production of a set of Local Action Plans (LAPs) is a given, as all URBACT project partners are required to produce a LAP as the fundamental output of a project. For anyone interested, there is an extensive, and freely available, body of URBACT literature on developing and steering Local Action Plans, and establishing the Local Support Groups that devise them (see <http://urbact.eu/en/get-involved/local-support-groups/>).

Where partnerships can go wrong

Aside from the *musts*, the LEED Programme identifies the main *must nots* – circumstances in which partnerships most commonly go wrong:

1. 'Fair weather' partnerships set up during good times and perhaps lacking consensus but wherein partners were able to rub along together as **money was flush**. Later, when times are harder, it is more difficult to agree on priorities and discussions can activate tension and create **confrontation**. (On the upside, if such conflict is properly managed, bringing it out into the open – and thus allowing it to be recognised and dealt with – can prove positive in the long-term.)
2. Partner '**domination**', where, though a range of bodies are involved in setting up the partnership, objectives are excessively defined according to the prime concerns of the leading agent(s) – i.e. the municipality in a network like JobTown – at the cost of other interests and priorities.
3. Establishment of the partnership often begins with high **enthusiasm** from participants, but this impetus is difficult to **maintain** and the partnership fades.
4. Partnerships can usurp the legitimate authority of individual partners, and **accountability, risk and responsibility** may not be shared equally.
5. There may be a **hidden agenda** or the partnership was created just to '**keep up appearances**'.
6. Participants can have **divided loyalties**. E.g. some actors may be accountable to the national level in relation to targets.⁷

Many of these situations will doubtless be familiar to the reader, nonetheless it is useful to have them explicitly articulated, with a view to avoiding or at least managing them.

⁷ Taken from a presentation made by Lucy Pyne, of the LEED programme, at JobTown June 18th 2013 Transnational Workshop, in Avilés Spain <http://urbact.eu/en/projects/active-inclusion/jobtown/our-outputs/>

2. How to structure a partnership

It is particularly useful to think about how a partnership should best be structured at the **outset**, rather than later on when changes generally become more difficult.

Key Factors to consider when structuring a partnership

The following is **not a set of instructions** on how a partnership should be structured, rather it is a series of key factors to be considered when deciding or discussing what sort of structure is most appropriate to one's circumstances⁸:

Obligation

How binding or obligatory should cooperation in the partnership be? There's no one right answer, but rather a set of choices among trade offs:

Binding cooperation

- Pro: Rules and responsibilities are clearly defined, and results guaranteed (they *must*).
- Con: The experience feels formal, bureaucratic and rigid. Compliance stems from obligation not desire.

Non-binding cooperation

- Pro: Flexible and freer.
- Con: Roles and responsibilities are not clear. Getting anything done depends entirely on self-motivation. There is no guarantee of quality of work or fairness of work burden (which can lead to resentments etc.).

Semi-binding

- Some agreed combination of the above is a likely option for most partnerships.
- Most commonly this means participation is in itself voluntary, but by choosing to participate one accepts certain obligations and a code of behaviour, of some sort.
- This allows for flexibility of roles and adapts to different types of participants – i.e. those

with differing capacities to deliver or participate. This might be a businessperson who can only make a minor time commitment but whose involvement is worth obtaining, or citizens who have no resources *per se* to offer but whose views, wishes and experiences are explicitly relevant.

- Such an arrangement provides structures that are defined, but can also be changed.

It is important that the balance of obligation, and expected behaviour, is clarified at the **beginning of the process**.

Operability

Size of the group is a key consideration; a very large group can become rather more like some sort of parliamentary or assembly process, than a task force. Obviously, on an operative level, one wants an **agile** response system, which can adapt in reasonable time to events, opportunities and change. A common way of achieving this capacity is that of setting up a more operative **core group**, distinct from a larger constellation of stakeholders who are involved in consultation, but do not participate (at least not regularly) in this core working group.

However such an approach entails a **risk of excluding**, or at least of a perception of excluding, necessary actors – who may then lose interest, oppose or generally become difficult.

Thus, when designing the core group, this consideration has to be carefully weighed.

Likewise, it is worth the effort to make sure the nature and rationale of the larger and smaller groups are properly understood.⁹

⁸ The following outline of factors to consider, regarding how to structure partnership, draws heavily from the OECD LEED Programme and University of Kaiserslautern presentations made at the first JobTown transnational Workshop in Avilés, Spain, June 2013 <http://urbact.eu/en/projects/active-inclusion/jobtown/our-outputs/>

⁹ See the following chapter for more on this.



Range

To be effective, a partnership needs to have a large enough **scope** (breadth, range, diversity) so as to suitably involve all relevant or necessary actors.

Considering the question ‘who needs to be in to make this partnership truly complete?’ is also a good exercise to go through, so as to avoid the exclusionary risk described in ‘Operability’.

Stability

While the nature of it can vary (from a legally established foundation with premises to a low-cost set of regular chaired meetings, with a greater or lesser number of posts assigned on an organisation chart, etc.) a partnership needs to have some sort of **stable structure**.

This too has to be clarified at the start, with clearly stated norms of how the structure will function – and the commensurate **resources** made available to support this.¹⁰

Assigned coordinator

There needs to be a designated, full-time (or ‘enough time’) **coordinator** to manage the partnership. This role needs to be stable and assigned from the outset.

The person doing it needs to have the resources, as well as the managerial and ‘people’ **skills** suited to the context and the partners.

Alternative to partnership

In those situations where a partnership is not established, and it is impractical to invest in setting one up (e.g. due to a need for immediate action, any number of barriers, etc.), a fall-back approach is to rely on **co-ordinating figures**.

This person works as an individual conduit for improving or establishing complementarity and coordination among different actors and agencies. Regarding actions for **employment**, such coordinators might typically:

- **Match** local businesses with appropriate job seekers

- **Support** a community in developing and innovating local solutions to unemployment
- Work with stakeholders to develop a Regional Employment **Plan**

Where a partnership **dissolves or goes dormant** for whatever reason, such an approach – centred on a heavily proactive coordinator figure – can be a workable ‘Plan B’.

Ending a partnership

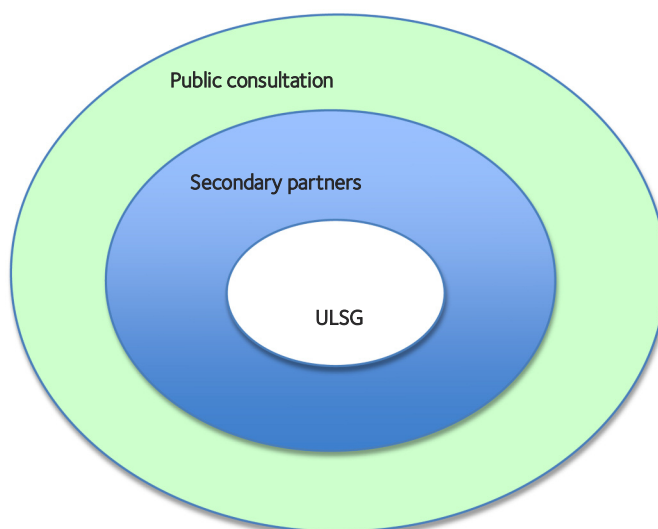
If the partnership comes to an end – either because its usefulness ends, support is lost, or the partnership evolves into, or is replaced by, something else – it needs to be easy to **dismantle** and low in ‘exit costs’ of any kind.

Two general typologies of partnership structures

Any number of structural models, flow charts, organograms etc. are possible, corresponding to differing circumstances, objectives, etc.

The two simple general typologies most encountered seem to be:

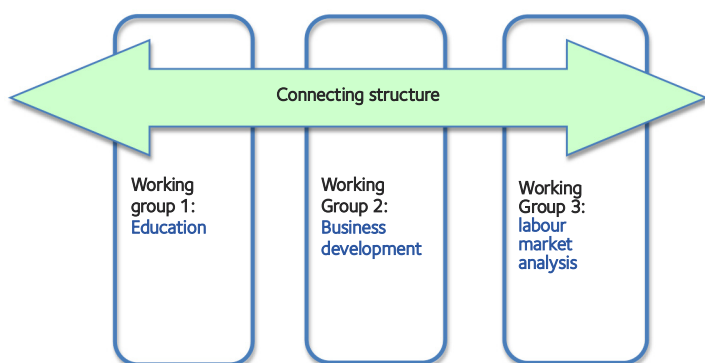
- A system of **concentric circles** of involvement, with a small operational working group at the centre (e.g. an URBACT Local Support Group, or ‘ULSG’), a larger group of stakeholders involved and providing input,



¹⁰ E.g. See chapter 3, on using Memorandums of Understanding

approval and so on, with the possibility of yet larger-scale involvement, through public consultation processes and the like. The idea being to balance the need for a small enough **working group** – so as to be operational – with the need for **wider consultation**, involvement and legitimacy.

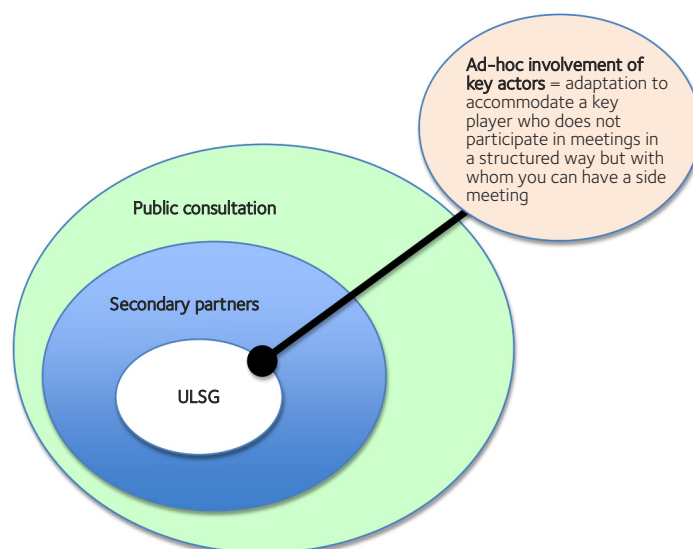
- ii) Dividing up participants in **work groups** by theme, with some kind of connecting or coordinating structure or practice. The idea being to allow people, with differing interests, to work on what is relevant to them, while maintaining overall cohesion and purpose.



Each pro-employment local partnership has to decide what participatory structure is appropriate for its own setting. In any case flexibility and **pragmatism** are advisable.

For, a structure along the lines of one of the above (or whatever other model), will need to remain able to incorporate any **ad hoc** adaptation, to the realities of certain participants or circumstances.

For example, it is often worth it to adapt to the schedule of concerned **businesspeople** who are unlikely to be able to follow the planned rhythm of partnership meetings, but whose support is worth accommodating – given their direct pertinence to matters of local employment. Likewise, gaining the meaningful involvement of **young people** may require a change in approach; any partnership structure that precludes the involvement of the concerned target group itself is obviously flawed.



Lobbying: a vital component of effective partnerships

Local Action Plans, promoted by European programmes like URBACT, rarely talk explicitly about lobbying (or 'advocacy') or even use the word. However, advocating **locally** is vital to building support, involvement and 'buy in', from key stakeholders and the public.

A local partnership, once established, can be used as a tool for lobbying **other levels of administration** (e.g. regional or national, or neighbouring administrations), or non-political bodies, such as large investors and so on.

The case of the **Functional Economic Areas** (i.e. a territory as defined by real flows of economic activity and people, not administrative boundaries)¹¹ illustrates how local partnerships can be instrumentalised for such lobbying.

Given the importance of lobbying, to achieving the goals of a partnership for employment and local development, the practice needs to be explicitly considered as part of what participants do – e.g. a Local Action Plan might address the issue of lobbying, as a dimension of the activities proposed.

By extension, there is a strong unmet need for more **capacity building**, to equip local actors and

¹¹ See more on this in chapter 3: Functional Economic Areas: structuring a partnership across administrative borders – London borough of Enfield, UK

partnerships with a better, more effective, command of lobbying strategy and suitable techniques.

Meaningfully involving the target group

The Principle

As a principle, it is widely accepted that involving the 'target' or 'target group' (a person or persons a given programme or action is meant to primarily affect) is vital for making effective action plans, policies and programmes – allowing these to effectively address the needs of the targeted people, and ensuring effective implementation and evaluation.

Arguments against such involvement are rarely heard, and much has been written about making a person or persons, at whom a set of efforts are directed, active agents in the process, rather than passive receivers, giving them '**agency**', and so forth.

The Problem

Making the principle reality is not always so straightforward; organised politically savvy groups, with means and **know how** for advancing their agendas (trade unions, business sector platforms, large established and experienced NGOs, etc.) are better able to make their voices heard, tangle with politicians, navigate institutions and policy channels, and so on.

Unemployed or poorly employed young people, particularly those with low levels of education or marginalised in some way, are relatively **weak political actors**.

As a result, all too often the 'engagement' of young people (as with other weaker groups, such as immigrants or refugees) is an exercise in **tokenism**, rather than a meaningful involvement and empowerment.

Conversely, those youths who *are* in fact successful at political and institutional engagement (participants in Youth Parliaments, young political campaigners, lobbyists and so forth) are **unlikely to be representative** of particularly disengaged youth with 'at risk' life chances.

What to do

The challenge then is to involve young people meaningfully, in the process. In some cases, this might mean depending on surveys and information obtained by **third parties**. To offer a somewhat extreme case to illustrate the point, young people involved with or at risk of being involved with gangs might be best approached by specialised youth workers, who then liaise with other agents needing to be briefed on these individuals and their circumstances.

Accepting **practical limitations**, and working pragmatically through such third parties, is preferable to a superficial display of involvement that is more Public Relations exercise than substance – i.e. **tokenism**.

That said, there are often opportunities for involving young people both meaningfully and directly in a partnership's processes – for example the **youth participation practice from Avilés**¹². Such opportunities for quality involvement:

- Should be seized
- Will **vary** in nature from place to place – e.g. a university, as a higher learning institution, has a different relation to young people than a municipality.
- Will require some **creativity and critical thinking** from each partner.

¹² See more on this in chapter 3: Aviles Youth Commission: Achieving Meaningful Participation – Spain

3. Practical Examples and tools for effective partnerships

Functional Economic Areas: structuring a partnership across administrative borders – London Borough of Enfield, UK

Functional Economic Areas (FEAs) are a growing practice throughout the UK and farther afield (e.g. Canada, Australia) – i.e. that of territory as defined by flows of economic activity and people, which cut across administrative boundaries.

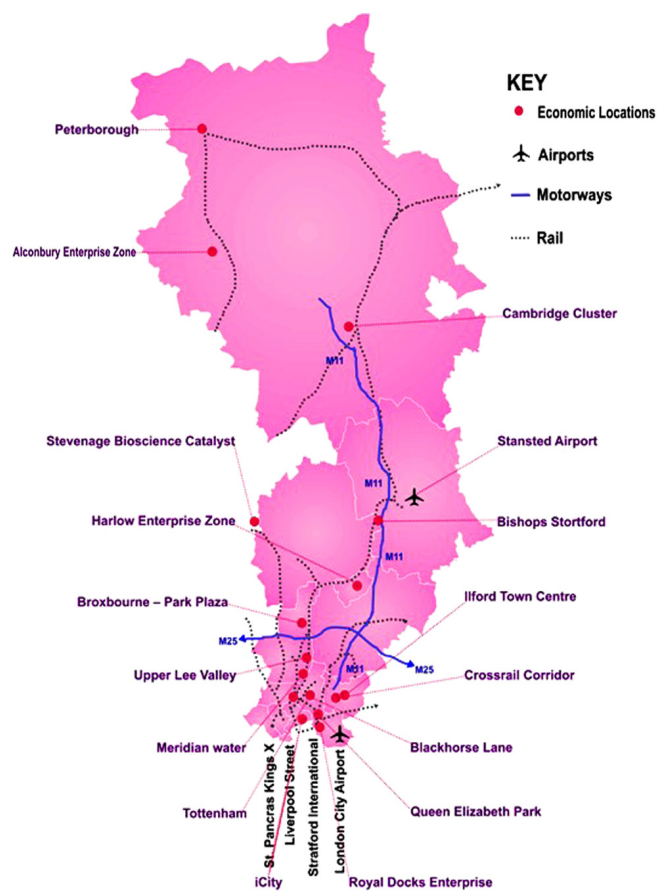
The London Borough of Enfield’s¹³ participation in an FEA offers an example of how an approach to **partnership for employment and growth** can be pursued without limiting itself by purely administrative territory demarcations (e.g. a municipality, county, province, etc.).

The practice addresses a common dilemma – *de facto* functional needs misaligned with formal territorial competences – and is potentially applicable and adaptable to a wide variety of places.

What is it?

The practice: Functional Economic Area (FEA), also sometimes referred to as a Functional Economic Market Area, FEMA) is a zone defined, not by administrative boundaries, but by transport and economic flows, labour and other markets, infrastructure dependence, and so forth. A variety of levels and type of governance structures participate; there are local authorities, counties, Local Economic Partnerships, Cambridge’s ‘City Deal’¹⁴ area and Parliamentary MPs, as well as key private sector actors (e.g. Stansted Airport), who are involved.

The example: The ‘**London Stansted Cambridge Consortium**’, a public-private partnership – driven by local actors, ‘bottom up’ – formed to



Map of The London Stansted Cambridge Corridor Source: <http://lsc.co/wp-content/uploads/2014/03/MIPIM-Map-NO-SUBTEXT.jpg>

support the London Stansted Cambridge Corridor, an area involving three different English counties and part of Greater London.

The participants are:

- London Boroughs of **Enfield**, Haringey, Islington, Hackney, Waltham Forest, and Redbridge.
- North London Strategic Alliance¹⁵, West Essex Alliance¹⁶, Hertfordshire Chamber of Commerce
- Cambridge County and Districts (i.e. Cambridge, Cambridgeshire and Peterborough)

¹³ Information for this case study was largely provided through interviews with Councillors Del Goddard of Enfield and Jim Metcalfe of Broxbourne, and Gregory MacDonald Head of Economic Development for Broxbourne, and from the website: <http://lsc.co/>

¹⁴ A ‘City Deal’ is a UK term for a kind of tailored agreement between central Government and a local area, on a strategy – based on an assessment of that area’s assets and challenges – to favour that area’s growth and prosperity.

¹⁵ <http://www.nlsa.org.uk/>

¹⁶ <http://www.westessexalliance.org/>

- District councils of Broxbourne, East Hertfordshire, Epping Forest, Harlow and Uttlesford

The corridor is thus a swathe of territory characterised and structured by three fundamental features: 1) the complex functions and attractions of the Greater London Area, 2) the international transport hub functions of Stansted Airport and 3) the science and technology cluster of the Cambridge area.

Rationale

Coordinated investment and actions are more effective than *ad hoc* actions and isolated actions and budgets.

The corridor is defined by its own self-contained economic activity – in terms of travel patterns (for work or education), its housing market and its business location patterns. In practice, the corridor is one economic space, marked by high levels of synergy and inter-dependence.

Accordingly, the possibilities of any given part of the zone very much depend on the circumstances and actions of other parts of the corridor, and on how effective connections and co-operation are among the constituent localities and actors.

The basic supposition is that, given the high degree of inter-reliance among the corridor's communities, enhancing co-operation among them has the potential to be quite fruitful.

Goals

The Consortium has officially defined for itself five key objectives:

- 1) Profile and Positioning:** Raising the visibility of the zone as a growth opportunity; building the case for investment; establishing a formal cooperation mechanism for the corridor's Local Enterprise Partnerships, its various authorities from local and regional level, and other relevant partners.
- 2) Strategic Investments:** Obtain, facilitate and support key investments – e.g. in infrastructure and education. The Consortium has a natural vocation to support cross-border

development sites and key growth enhancement projects.

- 3) The Economy:** Establish and follow a shared approach to attracting and supporting business investment and localisation, particularly with a view to job growth in: green, digital and computer technologies, medical and life sciences, food production and engineering.
- 4) Liveability:** More and better housing and living environments, promotion of the area as an attractive place to live, visit, work and do business.
- 5) Employment and skills:** Strengthening excellence and specialism in key sectors, and the skills-base of the workforce, via partnership with employers to match skills, people and jobs.

For Enfield – a North London borough and member of the JobTown URBACT network – the Consortium is a means to:

- **Relaunch its economic narrative** and favourably situate itself within spatial patterns of opportunity and growth
- Strengthen and clarify the drive for local **regeneration**
- **Attract** infrastructure investment, business localisation and quality job growth.

The Consortium estimates the corridor has the potential to create, within the key opportunity areas, some 5,555,000m² of new commercial space, 170,000 jobs and 117,000 new homes. The sub-calculation for North London is 315,000m² of new commercial space, 10,000 new jobs and 30,000 new homes.

What does it actually do?

As of writing, the Consortium



is preparing a '**Jobs and Growth Agenda**', which will serve as a tool for:

- **Lobbying** national, regional government and neighbouring Local Enterprise Partnerships. Lobbying as an activity has many dimensions; e.g. there is a cross-party group of MPs from the area that champions the Corridor's interests (as expressed in the Agenda) in parliament.
- Investment **marketing**
- Improving **recognition** of the corridor
- Presenting a **clear strategy** to the private sector

For more information on the agenda, see: <http://lsc.co/wp-content/uploads/2013/06/LSCC-Growth-Agenda-June-2013.pdf>

Key pointers to pursuing a successful Functional Economic Area approach

Participants and members of the FEA contacted for this study offered the following points of advice for making an FEA-based approach to partnership successful:

- Acquire in-depth understanding of your area's socio-economic **geography** and know its economic **history**.
- Get to know your **opposite numbers**: both politically (i.e. relevant local opposition party members) as well as those in adjoining authorities (i.e. matching political figures and administration staff).
- Alliances need to be built on various levels: **nationally, regionally and locally**, with linkages all the way up from the bottom to national ministerial level.
- Involve **opposition** politicians throughout the process – e.g. put them on local planning committees as observers and let them provide input freely.
- Reform and regeneration are **long-term** processes and depend on robust alliances of support.
- Sustainable reform is slower than the **electoral cycle** – i.e. work to produce

demonstrable results within a 4–5 year period, but conceive of these achievements as steps within a much longer process.

- The right **people and relationships** are key to initiating the process, with **formalisation** of structures coming at a **later** stage when the practice has sufficiently matured and taken root.
- Designate, in a stable way, figures to coordinate and **chair** the cooperation.
- Structures need to remain **flexible** and able to adapt to variable geometries of partnership, relevant geography and levels of governance.

Avilés Advances: An approach to pacting strategic direction among key local stakeholders – Spain

Background and basic idea

Avilés, in the northern Spanish region of Asturias, has a long background in consultation with key local actors in developing policy direction and in brokering complex local issues among divergent actors. This tendency coalesced in 'Avilés Avanza' (~'Avilés advances' or 'goes forward') – often just referred to as 'the Pact' – a set of policies, agreed among the municipal government, the regional Employers Association, and the two major unions active in the area. The published three-way agreement lays out the guiding strategic framework for the legislative period it covers, and these Pacts have had several successive iterations.

Current practice and state of play

The version of the Avilés Avanza Pact in vigour as of June 2013 (when the information used in this document was gathered), was structured along five lines of work:

1. Coaching in **vocational** and occupational training
2. Coaching to gain work **experience**
3. Coaching in transitioning to professional life via a **protected**/sheltered workshop
4. Coaching in transitioning to professional life in the **regular** labour market

5. Coaching and counselling in **self-employment** and business projects

These policies are especially concerned with people at risk of social exclusion, and groups showing high unemployment rates (such as young people). All the measures being brought in are focused on the design and implementation of individual itineraries for social and labour insertion.

A new version of the Pact has been hammered out and agreed, towards the end of the summer of 2013, focusing on reinforcing social cohesion through **employment**, with particular attention given to youth and cooperation with the **regional** government. In this new version of the Pact, the name was changed to 'Avilés Acuerda' (~Avilés Agrees)¹⁷; it was felt a somewhat less self-congratulatory tone was more in keeping with public mood at a time of quite harsh economic and social circumstances.

Areas of action carried out by the last Avilés Avanza:

- Youth **employment** support programmes whereby young unemployed people acquire work experience.
- Labour **guidance** and job placement.
- **Training** and provision of qualification in generic and specific skills – i.e. formal and non-formal learning approaches.
- A Training **Roundtable** to identify the training needs of local unemployed people and to coordinate local training.
- Promoting **equal access** to training and employment.
- Managing transition in the **local productive model** – i.e. shifting from old to new industrial and employment practices (more self-employment etc.).
- Developing different local **partnerships**.
- Support for **entrepreneurship** – e.g. through the "La Curtidora" Business **Incubator**.¹⁸

Evaluation

In some sense, it could be said that the Pact is not exceptional, in that there is a long track record throughout Europe, of pursuing some form of three-way negotiation and agreement among government, unions and employers bodies – e.g. the early European Economic and Social Committee was set up largely along such lines, though obviously addressing a very different scale of governance.

Nonetheless, it is an **effective and useful** practice; it helps get things done in that specific locality. Things get agreed, a clear strategic direction is laid out publicly, and carries with it the explicit support of the main actors necessary to its fulfillment.

So, the practice is worthwhile and hence valid. The fundamental challenge it faces is balancing the existing achievement, of effective cooperation and consultation, with the need to **open up consultation** and engagement to a wider range of actors in the local community.

The Pact has come to have a fairly defined structure and approach to content, which has the benefit of clarity and agreement. However, the broader issue of public and civic engagement cannot be satisfactorily addressed only within such a structure (government-unions-employers), which has become established and unlikely to be reformulated in any foreseeable future.

Where to now?

Thus, the city administration finds itself looking at how to complement this specific and already defined platform for engagement, **with other platforms** and approaches, to empower the many other voices and nuances of concern existing in the community. The city is in fact already pursuing this; the challenge to the administration, going forward, is to work out a way to bring cohesion and connectivity – a **vertebration** – to the different parallel

¹⁷ Available, in Spanish, here: <http://projectworks.files.wordpress.com/2009/03/avilc3a9s-acuerda.pdf>

¹⁸ <http://www.curtidora.com/>

approaches and platforms for public engagement being used and developed.

In practice, the municipality finds itself playing the role of **nexus**; their emerging task and obligation is, in short, to keep all these different channels for engagement and communication – feeding into what needs to be coherent local and regional strategy, initiatives and policy – from getting discombobulated.

Aviles Youth Commission: Achieving Meaningful Participation – Spain

What is it?

An example of meaningfully **involving a target group** – in this case local young people – in designing, implementing and evaluating services and actions concerning them.

Rationale

Services, actions and policies benefit from involving their target group throughout a reform process – i.e. in the identification of needs, the design of the actions and policies, and their implementation and evaluation.

The benefit is two-fold; firstly, the reforms are more likely to be suitable to the target group needs and to be effective. Secondly, support and ‘buy in’ are more likely to be obtained, as the group concerned was itself involved in the decision-making process, and sees its own wishes reflected in the actions and approach.

It is unusual to find direct opposition to the involvement of a target group in policy and consultation, however such involvement often suffers from ‘**tokenism**’ (i.e. a superficial or insignificant involvement of a group, meant more for perception or appearances than substance), and fails to substantively impact on **what gets done and how it is done**.

The challenge is to make target group participation **meaningful**.

Background

In Avilés (Spain) employment services had traditionally **not been specifically adapted to**

young people – i.e. a young person went to the same sort of job centre anyone else would, encountered the same sort of service delivery, etc. The current administration – faced with high youth unemployment rates as it is – has decided this needs to change and, as of 2013, is working on revising how its services work and correspond to the different needs and profiles of service users.

To **inform this process**, the municipality decided to take advantage of a facility it already had for youth-led activities (i.e. where the administration provides a space and the young people design and conduct their own non-formal learning activities, with a supervisor stationed at the facility to oversee and provide support as needed); based on this already constituted group, already familiar with structuring their own activities and projects, a work group was created to analyse how and what services were delivered and make recommendations for change and improvement.

What they did

The idea was to hear from the **target group** itself; about the services concerning them and their likes, dislikes, desires and needs regarding said services.

The working group of young people – rather than lay claim to being some sort of ‘voice of youth’, or representative in some way – defined its role as that of **mediation**. They sought to provide a conduit between the youth population of the city and its administration.

The Youth Commission – ‘Empléate Joven’ (≈ ‘Employ Yourself Young Person’) – was created on the 27th of February 2013; it consisted of 19 youths and 2 older support staff (who liaise with the administration, and provide general support). They meet every 15 days and, try to apply the non-formal learning techniques (role-play workshops, hands on experience of the services being analysed, etc.) and group dynamic approaches the youth facility already supported. The work is divided into 4 blocks: Reflection, Evaluation, Proposals, and Devolution (i.e. where the work is brought back down to specific individuals to implement specific changes).

The young people **visited the various services, made use of them and did structured interviews of users and providers.** They analysed what came out of this and identified main themes and issues, e.g.: training, language skills, the relations between private companies and public administration, quality of guidance services, etc.

Outcome

This led to a range of proposals for improving services, e.g.: make guidance more active and include role-play based training for job interview skills, raise the age limits for youth employment programmes, facilitate cost-free language learning exchange, changes to the services' websites and

internet-based functions, and so forth. All this was presented in a **report**, and was also illustrated through non-formal learning experiences, whereby the youths led participants through a **role-play** simulation of being a frustrated service user, subjected to the various deficiencies of local service implementation. The conclusions of the experience are, as of this writing, being fed into the process of revision that the local training and employment services are undergoing. Notably, the **mayor** herself, Pilar Varela, is highly supportive of the whole process and is backing its implementation. More information on the Avilés Youth Commission is available in Spanish here <http://empleatejoven.wordpress.com/>

Using Memorandum's of Understanding when establishing partnerships Thurrock Council, UK

In establishing its local JobTown partnership, Thurrock (UK) distributed a Memorandum of Understanding (MoU) to all participants to read and sign. The MoU establishes: the roles of participants, the activities to be undertaken, who will be on it and who does what, operating arrangements, code of conduct, and the commitment all participants make. Thurrock also uses the MoU as a tool for maintaining involvement through a written commitment to participating.

It has proven an effective way to kick off a partnership process based on a set of clear arrangements and expectations.

The complete document may be useful for readers to:

- a) Review so as to identify what elements of it they might consider adopting in some way.
- b) Use as a stimulus to their own thinking on how a partnership practice should work in their contexts.

Contents of the original Memorandum of Understanding:

Name of Group *Jobtown Local Support Group*

Group Status Thurrock is a partner in the URBACT* project Jobtown. URBACT is a trans national learning and exchange programme. As a condition of Thurrock's participation in the project an URBACT Local Support Group (ULSG) had to be established to lead preparation of an action plan to tackle youth unemployment and poor unemployment.

* The URBACT Programme is part of the EU URBAN Community Initiative Programme. It is a European exchange and learning programme that aims to develop trans-national exchanges of experience. URBACT enables the development of solutions to urban challenges that other cities can then adapt to their own context. URBACT projects are the core of the programme and they enable cities to work together in thematic groups to develop effective and sustainable solutions to key urban challenges.

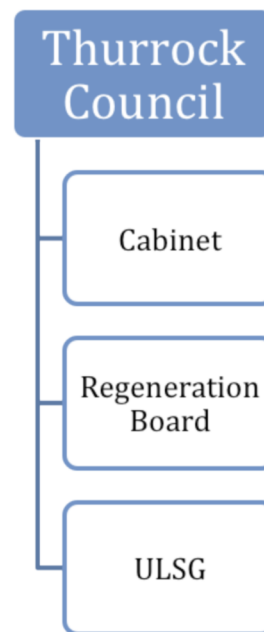
- Roles of the Group** The role of the ULSG is to address:
- Structural Youth Unemployment & Poor Employment; and
 - Local Development Strategies
- To Advance Youth Employment and Opportunities, including quality of employment, mobility, and inclusion.
- Timeframe** This Memorandum of Understanding between partners comes into effect from the date of signature until March 2015 and will be subject to annual review. Either the ULSG or the Regeneration Board may decide to amend any aspect of this Memorandum of Understanding during the course of the year. Any amendment proposed by the ULSG will be subject to approval by the Regeneration Board.
- Vision** The overarching vision is articulated in the boroughs Community Strategy:
'A place of opportunity, enterprise and excellence, where individuals, communities and businesses are healthy and flourish'
- Strategic Delivery Objectives** The Jobtown projects contributes to the delivery of the five priorities identified in the Community Strategy:
1. **Create a great place for learning and opportunity;**
 2. **Encourage and promote job creation and economic prosperity;**
 3. Build pride, responsibility and respect to create safer communities;
 4. Improve health and well-being; and
 5. Protect and promote our clean and green environment
- ULSG Objectives** There are five objectives:
- a) Developing effective models of cooperation;
 - b) Making education and vocational education and training responsive to the needs of the local labour market;
 - c) Analysis and forecast of labour market;
 - d) Support for business creation and development, self-employment; and
 - e) Social economy and resource management.
- Activities** There are 7 key activities for the ULSG:
1. Developing and Strengthening URBACT Local Support Groups
 2. Producing a ULSG Roadmap
 3. Participating in and contributing to transnational exchange and learning activities
 4. Attending 3 national ULSG Capacity-Building seminars
 5. Holding five (5) local Knowledge Transfer Workshops (KTW)
 6. Dissemination and communication of the network and the ULSG
 7. Co-producing a Model of Cooperation and a Local Action Plan
- Who is involved with the ULSG?** The membership of ULSG currently includes:
- Thurrock Council:
 - Regeneration Team
 - Children's Services
 - Finance

- Managing Authority (Department for Communities and Local Government)
- Job Centre Plus
- Skills Funding Agency
- South Essex College
- Thurrock Adult Community College
- Job Centre Plus
- Thurrock Local Enterprise Agency
- Business representatives
- Schools
- National Apprenticeship Service
- Thurrock Local Enterprise Agency
- Essex Chamber of Commerce

Other members may be invited to join the group as and when appropriate.

How does the USLG fit into the Council structure?

The USLG's place within the Council structure is demonstrated below:



Roles and responsibilities *Thurrock Council – Comprises all the elected Members of Thurrock Council and is the ultimate decision making body.*

Executive Cabinet – This is the executive decision making body for the Council and is made up of the portfolio holders.

Regeneration Board – Is the body responsible for ensuring that all Council departments and partners are contributing to the achievement of plans for the regeneration of the borough. They also monitor progress of key regeneration projects.

Funding

Thurrock Council is the accountable body for the finances allocated to the Jobtown URBACT project. Appropriate allocation, management and monitoring procedures will be implemented to ensure compliance with EU regulations.

Finance will be managed on a day to day basis by the Local Co-ordinator with regular updates provided to the ULSG.

Any issues raised by either the URBACT Secretariat or the First Level Controller will be reported to the ULSG.

Any decisions relating to the allocation of funding will require a representative of the accountable body to be present.

Performance Management

The ULSG has a performance management framework that allows for the regular monitoring of its performance. In particular, this includes the monitoring of:

- Key milestones in the URBACT project plan;
- Budget position;
- Development of the action plan; and
- Any specific targets arising from the action plan.

The ULSG will report progress to the Regeneration Board This reporting will be on an exception and risk basis.

Operating Arrangements

1. ULSG Agenda setting

The agenda will be compiled by the ULSG Local Co-ordinator and be approved by the Chair of the ULSG.

Items for the agenda will be invited from each member of the ULSG before the meeting. Each member is entitled to submit items, and accompanying papers, to the ULSG Local Co-ordinator for consideration for inclusion on the agenda for the Working Group. This must be done at least 7 working days prior to the meeting.

Each member of the ULSG will receive copies of the agenda and accompanying papers not less than 5 working days prior to the meeting.

Other items may only be tabled at the meeting for information purposes.

2. Decision making

The ULSG will seek to make decisions by consensus whenever appropriate. In the event of any disagreement it will be the responsibility of the Chair to seek to resolve any differences. If disagreement cannot be resolved then a vote can be taken.

Voting will be required in the case of decisions relating to finances and, beyond that, only in exceptional circumstances. When voting, ULSG members will have one vote per person. In the case of a tied vote, the Chair of the ULSG will have a second or casting vote.

Alternatively the ULSG can refer a matter to the Regeneration Board for consideration.

3. Declaration of Interests

In the spirit of openness, any member having a pecuniary interest (direct or indirect) within the meaning of the National Code of Local Government Conduct (non financial) or Sections 94 – 98 Local Government Act 1072 (financial) must disclose the fact orally.

Those declaring an interest may be asked to leave the room and/or take no part in the discussions around the particular item. However, the Chair of the meeting can,

if appropriate, invite the interested party to provide factual information before the discussion begins.

4. Records of Meetings

A full record of those present at the meeting, apologies of absence and non-attendance shall be recorded in the minutes. The minutes of every meeting of the ULSG shall be drawn up and approved by the Chair of the meeting.

An 'Action Sheet' will be used to formally monitor decisions taken through the matters arising section of the agenda.

5. Attendance

Should any member miss 3 consecutive meetings the ULSG will consider whether that member should be asked for a written explanation. Unless there are exceptional reasons, missing 4 meetings will be considered as resignation from the ULSG.

6. Confidentiality

From time to time there may be items on the agenda of an ULSG meeting that are deemed confidential – these will either be clearly marked as confidential, or the matter will be stated to be confidential at the meeting. All partners need to ensure that such matters remain confidential and are not discussed outside of the relevant meeting.

Code of Conduct The members of ULSG agree to abide by the following general codes of conduct when attending meetings or other business of the group.

Selflessness

1. Members should serve only the public interest and should never improperly confer an advantage or disadvantage on any person.

Honesty and Integrity

2. Members should not place themselves in situations where their honesty and integrity may be questioned, should not behave improperly and should on all occasions avoid the appearance of such behaviour.

Objectivity

3. Members should make decisions on merit, including when making appointments, awarding contracts, or recommending individuals for rewards or benefits.

Accountability

4. Members should be accountable to the public for their actions and the manner in which they carry out their responsibilities, and should co-operate fully and honestly with any scrutiny appropriate to their particular office.

Openness

5. Members should be as open as possible about their actions and those of their organisations, and should be prepared to give reasons for those actions.

Personal Judgment

6. Members may take account of the views of others, including where appropriate their political groups, but should reach their own conclusions on the issues before them and act in accordance with those conclusions.

Respect for Others

7. Members should promote equality by not discriminating unlawfully against any person, and by treating people with respect, regardless of their race, age, religion, gender, sexual orientation or disability. They should respect the impartiality and integrity of the authority's statutory officers, and its other employees.

Duty to Uphold the Law

8. Members should uphold the law and, on all occasions, act in accordance with the trust that the public is entitled to place in them.

Stewardship

9. Members should do whatever they are able to do to ensure that their authorities use their resources prudently and in accordance with the law.

Leadership

10. Members should promote and support these principles by leadership, and by example, and should act in a way that secures or preserves public confidence.

Commitment of Partners

In agreeing to be a member of the ULSG partners commit to:

- Provide representation and input at a sufficient level of seniority to ensure that decisions can be taken at meetings.
- Ensure buy in at a high level from within their own organisations.
- Embed Jobtown Action Plan outcomes and targets in their own organisations' delivery plans.
- Engage and empower key contributors to help shape and deliver programmes and projects in support of Jobtown objectives.
- Ensure that appropriate links are made with relevant plans, strategies and programmes.
- Assist in identifying and removing blockages to joined up local delivery and addressing gaps.
- Promote the sharing and dissemination of learning.
- Monitor, evaluate and review progress in accordance with outcomes and targets.
- Develop constructive working relationships with other partners
- Be an ambassador for the ULSG and the URBACT programme.
- Be accountable for the work of the ULSG
- Encourage equality of opportunity and participation by all members of the ULSG at its meetings
- Be willing to develop their understanding of the work of the ULSG and the URBACT Programme through attendance at events, seminars and training sessions

Further Protocols and Strategies

The ULSG is developing other strategies and protocols to support its constitution. These will include:

- Information and data sharing
- Programme and Project Management
- Media & Publicity Protocols
- As these are developed the ULSG and its members will, where appropriate, embrace and implement them.

4. Concluding Remarks

Approaches to making partnerships effective **vary widely**, according to context and suitability.

It's all about – not a primary model of structure and process to follow, when building and managing a partnership – but a clear procedure of identifying all the factors and trade-offs to consider, in creating and running a partnership, then **deciding consciously** which option most suits the specific local circumstances.

Tools like the OECD Checklist, the case studies, and other offerings of this document, are useful in offering a **readymade** inventory of factors to consider, stakeholder characteristics to evaluate, and so forth.

With time, of course, a partnership can be expected to customise its tools and conceptual framework, but a set of decent 'off the rack' tools and references can be really useful in getting a partnership up and running in a quick and reasonably effective way.

Involvement of the target group is good, tokenism is not; addressing that dichotomy is challenging and requires creativity and constructive critical thinking, however the solutions different localities find to overcoming that challenge provide some of the most interesting case studies.

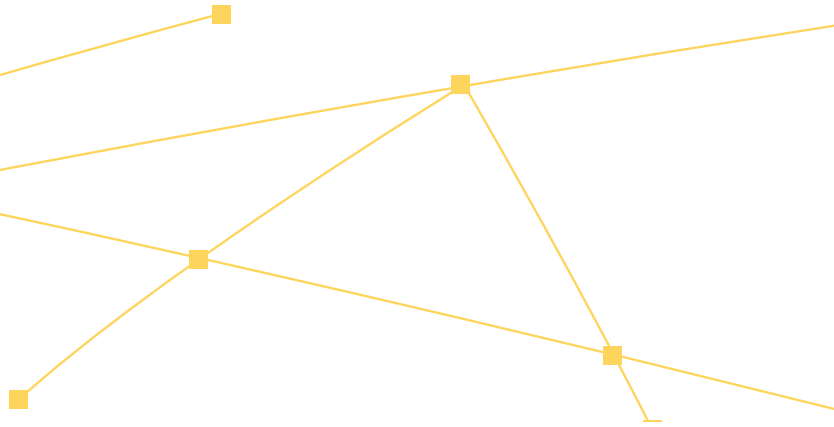
Lobbying needs to be recognised more explicitly as part of the work of a local partnership for employment and development – both in creating the partnership itself, and in pursuing its goals. Accordingly capacity building should address that need, and enable such partnerships, and their instigators, to succeed in their lobbying.

While the approaches and solutions found across Europe can vary greatly – in accordance with ever shifting local specificities and contexts – the basic problems encountered tend to be largely the same.





www.urbact.eu/jobtown



European Union
European Regional Development Fund

EUROPEAN
PROGRAMME
FOR
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