

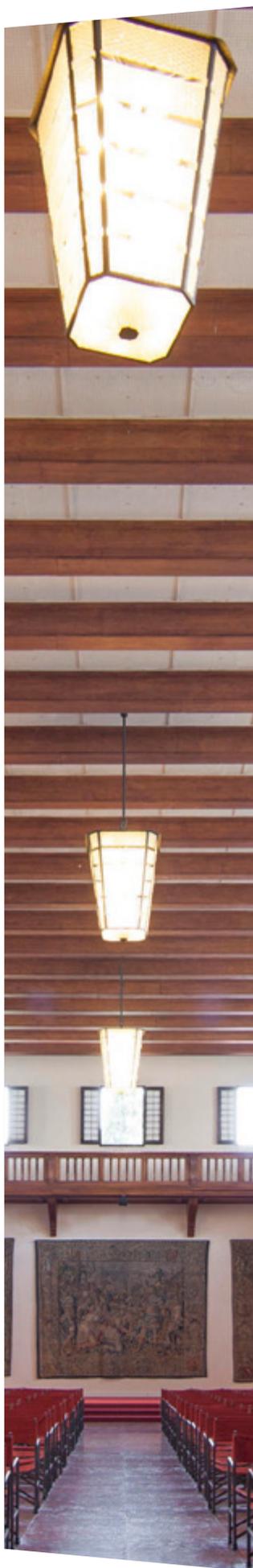
12th ANNUAL MEETING

# CREATIVITY, JOBS AND LOCAL DEVELOPMENT

18-19 April 2016, Venice, Italy







## ABOUT THE OECD

The OECD is a multi-disciplinary inter-governmental organisation of 34 member countries which engages in its work an increasing number of non-members from all regions of the world. The Organisation's core mission today is to help governments work together towards a stronger, cleaner, fairer global economy. Through its network of 250 specialised committees and working groups, the OECD provides a setting where governments compare policy experiences, seek answers to common problems, identify good practice, and co-ordinate domestic and international policies. The OECD member countries are: Australia, Austria, Belgium, Canada, Chile, the Czech Republic, Denmark, Estonia, Finland, France, Germany, Greece, Hungary, Iceland, Ireland, Israel, Italy, Japan, Korea, Luxembourg, Mexico, the Netherlands, New Zealand, Norway, Poland, Portugal, the Slovak Republic, Slovenia, Spain, Sweden, Switzerland, Turkey, the United Kingdom and the United States. The European Commission takes part in the work of the OECD. For more information on the OECD, please visit [oecd.org/about](http://oecd.org/about).

## ABOUT THE OECD LEED PROGRAMME

The OECD Programme on Local Economic and Employment Development (LEED) 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 level. LEED draws on a comparative analysis of experience from the five continents in fostering economic growth, employment and inclusion. For more information on the LEED Programme, please visit [oecd.org/cfe/leed](http://oecd.org/cfe/leed).

## ABOUT THE OECD LEED TRENTO CENTRE FOR LOCAL DEVELOPMENT

The OECD LEED Trento Centre for Local Development was established by the OECD, the Italian Government and the Autonomous Province of Trento (Italy) in 2003 with a mission to build capacities for local development in OECD members and non-members.

The Centre is an integral part of the OECD LEED Programme and provides capacity building for places, people and institutions to build the knowledge, competences and skills that are needed to improve collective outcomes. It pursues the following objectives: to improve the quality of public policies implemented at the local level; to develop capacity in the design, implementation and evaluation of local economic and employment development strategies; to promote innovation in local economic and employment development across the globe; and to strengthen the relationship between policy makers, local development practitioners and the scientific community.

In 2015, a new Office was opened in Venice and the initial partnership enlarged to include the Autonomous Region of Trentino Alto Adige, the Autonomous Province of Bolzano, the Foundation of Venice, and the Chamber of Commerce of Udine within the renewed 2016-2020 Memorandum. For more information, please visit [trento.oecd.org](http://trento.oecd.org).

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# AGENDA

# MONDAY 18 APRIL 2016



8.45-9.30

REGISTRATION AND WELCOME COFFEE

9.30-11.00

SETTING THE CONTEXT

**Forum co-facilitators:** *Andrew Harrison*, Director Learning Studio and *Ekaterina Travkina*, OECD LEED Programme

**Chair:** *Stefan Kapferer*, Deputy Secretary-General, OECD

**Welcome** by *Luigi Brugnaro*, Mayor of Venice (TBC) and *Giampiero Brunello*, President of Fondazione di Venezia

**Why Venice?** By *Luca Molà*, Professor, European University Institute, Florence

### Panellists

- *Antimo Cesaro*, Undersecretary of State, Ministry of Cultural Heritage and Tourism, Italy
- *Detlef Eckert*, Director Skills, Directorate-General for Employment, Social Affairs and Inclusion, European Commission
- *Cafer Uzunkaya*, Deputy General Director of Turkish Labor Agency, WAPES Presidency

### Discussion with the floor



11.00-11.30

COFFEE

11.30-13.00

PLENARY 1: LEADERS, CULTURE AND LOCAL DEVELOPMENT

**Chair:** *Franco Bianchini*, Professor of Cultural Policy and Planning at Leeds Beckett University, United Kingdom

Culture and creative industries is a sector of major interest to local economies with high value added in terms of knowledge, ability to generate creative and highly specialised jobs and as a powerful driving force in different areas, including tourism, urban regeneration, and social inclusion. What kind of conditions need to be put in place for the sector to be able to play this role? How can local leaders develop integrated strategies to use culture as a lever for local development?

**Key note** by *Claudio De Vincenti*, Undersecretary to the Presidency of the Council, Italy

### Panellists

- *Mark Macmillan*, Council Leader Renfrewshire, United Kingdom
- *Matthias Sauerbruch*, Architect, Sauerbruch Hutton, London - Berlin

**Closing:** Fondazione di Venezia

13.00-14.00

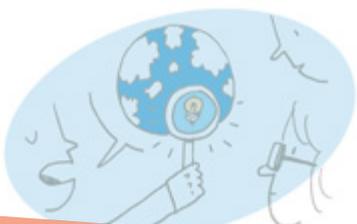
LUNCH &amp; SCORING THE GRAPHICS

14.00-15.00

IN PARALLEL:

LOCAL INITIATIVES FORUM: SPEED NETWORKING

The Annual Meeting of the Forum provides a unique networking opportunity. Forum members will present and discuss their projects with experts from other countries. Some 20 projects (10 Italian and 10 international) will be presented.



PRESENTATION OF THE 2016 EDITION OF OECD SCOREBOARD ON FINANCING SMEs AND ENTREPRENEURS

BOOSTING JOB CREATION IN LOCAL COMMUNITIES

15.00-18.00

THEMATIC WORKSHOPS HOSTED IN PROJECT SITES

15.00-16.00

TRAVEL TO OFF-SITE WORKSHOPS

16.00-18.00

WORKSHOPS HOSTED AT PROJECT SITES



<b>A</b>	Culture, local development and regeneration: the role of museums	<b>D</b>	Creativity in education – higher education and entrepreneurship
<b>B</b>	How to expand apprenticeships to new players?	<b>E</b>	SME internationalisation: putting local SMEs on international scene
<b>C</b>	Public Employment Services as ‘conductors’ of labour market services? Towards a new strategic role for PES (on the site of the event)	<b>F</b>	Culture and local development: a new agenda for public- private partnerships?

19.30-20.30

COCKTAIL RECEPTION AT SCUOLA GRANDE DI SAN ROCCO, CAMPO SAN ROCCO, 3052, 30125 SAN POLO, VENEZIA



# TUESDAY 19 APRIL 2016

09.30-11.00

## PLENARY 2: GOOD SKILLS FOR BETTER JOBS: LINKING EDUCATION & TRAINING TO JOB QUALITY

**Chair:** *Sally Sinclair*, CEO, National Employment Services Association, Australia

There is a push to make local education and training systems more responsive to labour market demands. At the same time, there is increased recognition that improving job quality, not just job quantity, matters both for workers as well as the overall economy. Should education and training systems take employer needs as a “given”, or should they also help shift how employers use the skills of their workers and the quality of jobs? Where is this already being done, and what can be learned from these experiences?

### Panellists

- *Ewart Keep*, Chair in Education, Training and Skills, Director of SKOPE, University of Oxford, United Kingdom
- *Susan R. Crandall*, Director, Center for Social Policy, University of Massachusetts, USA
- *Isabella Dibitonto*, HR Manager Rossimoda, Italy
- *Lesley Giles*, Deputy Director, Commission for Employment and Skills, United Kingdom



11.00-11.30

## COFFEE BREAK

11.30-13.00

## PARALLEL THEMATIC WORKSHOPS

<b>G</b>	Creative approaches to inclusive labour markets	<b>J</b>	New approaches to work organisation and skills utilisation: Implementation matters!
<b>H</b>	Local answers to welcoming refugees and preparing for the longer term	<b>K</b>	Integrated policy approaches for tourism and local development
<b>I</b>	Creativity through education – teaching entrepreneurship in primary, secondary and VET schools	<b>L</b>	Making the best use of local labour market data

13.00-14.00

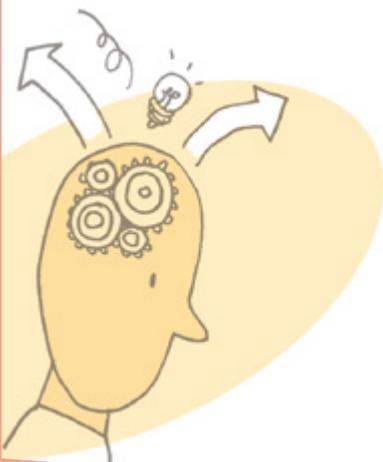
## LUNCH

14.00-15.00

## PLENARY 3: UNLEASHING THE TRANSFORMATIVE POWER OF SOCIAL INNOVATION FOR LOCAL DEVELOPMENT

**Chair:** *Denis Leamy*, CEO, Pobal, Ireland, and Chair, OECD Forum on Partnerships and Local Development

Social innovation can transform our economies and societies to make them more democratic, inclusive, competitive and resilient. Social innovations are spreading across different policy areas and sectors. Multiple actors - citizens, civil society organisations, social enterprises, traditional business, governments and policy makers - are designing and implementing innovations that aim to better lives. However, the impact of social innovation is still limited and more needs to be done to unleash its transformative power. Replication of successful social innovations is important but is not enough. How to make sure there is space for social innovation when policies are designed? What kind of institutional infrastructure and governance arrangements are needed? How can political leaders engage and foster the systemic transformation?



**Panellists:**

- *Rainer Höll*, Managing Director, Ashoka Germany
- *Nicolas Hazard*, President, Comptoir de l'Innovation & Calso inc. and Head, Strategic Committee of the city of Paris, France
- *Elena Casolari*, CEO, ACRA and OPES IMPACT FUND, Italy
- *Peter Ramsden*, Managing Director, Freiss Ltd, United Kingdom

15.00-15.30

**CLOSING***Sylvain Giguère*, Head of the OECD LEED Programme



# PRESENTATION OF THE 2016 EDITION OF OECD SCOREBOARD ON FINANCING SMEs AND ENTREPRENEURS

**14.00-15.00, Monday, 18 April 2016**

Room: Council Hall/Salla del Consiglio  
Fondazione Giorgio Cini  
Isola di San Giorgio Maggiore  
30124 Venice

In the framework of 12th Annual Meeting of OECD Forum  
on Partnerships and Local Development

The OECD Scoreboard on Financing SMEs and Entrepreneurs, published annually, provides governments with the necessary information on the current state of SMEs' access to finance and obstacles they face. Based on data collected for the country profiles and information from demand -side surveys, this report includes indicators of debt, equity, asset-based finance and framework conditions for SME and entrepreneurship finance, complemented by further sources of information and recent public and private initiatives to support SME finance. Taken together, these indicators form a comprehensive framework for policy makers and other stakeholders to evaluate the financing needs of SMEs and determine whether they are being met. This report also constitutes a valuable tool to support the design and evaluation of policy measures, and to monitor the implications of financial reforms on access to finance and financing conditions for SMEs. The 2016 OECD Scoreboard on Financing SMEs and Entrepreneurs monitors SMEs' and entrepreneurs' access to finance in 37 countries over the period 2007-14, with the pre-crisis year 2007 serving as a benchmark.

**Chair:** *Stefan Kapferer*, Deputy Secretary-General, OECD

**Presentation of key findings,** *Miriam Koreen*, Deputy Director for Entrepreneurship, SMEs and Local Development, OECD

**Recent trends and prospects for the future in terms of financing conditions,** comment by *Professor Salvatore Zecchini*, Chair, OECD Informal Steering Group on SME and Entrepreneurship Finance

**Current conditions for SME finance and views on policy priorities in Italy**

- Comment by *Gianni Da Pozzo*, President of Udine Chamber of Commerce, Italy
- Comment by *Professor Mario Volpe*, Ca' Foscari University, Italy

Moderated discussion and Q&A

# BOOSTING JOB CREATION IN LOCAL COMMUNITIES

**14.00-15.00, Monday, 18 April 2016**

Room: Hall of the Ceiling/Salla del Soffitto  
Fondazione Giorgio Cini  
Isola di San Giorgio Maggiore  
30124 Venice

In the framework of 12th Annual Meeting of OECD Forum  
on Partnerships and Local Development

OECD research has demonstrated strong variations within countries in terms of whether the available stock of skills meets available job opportunities. Many communities and places across the OECD have seen outward migration of talent and skills to other areas, which is a drag on overall economic development opportunities as well as the productive capacity of the local economy. This workshop will be an opportunity to discuss the unique employment challenges faced by these regions and policy actions that can contribute to attract new investments, retain human capital and promote endogenous growth. The debate will benefit from international examples from Skive (Denmark), BER Airport region (Germany) and Kalmar (Sweden).

13:45-14:00

Welcome by *Jonathan Barr* and *Michela Meghnagi* (OECD LEED Programme)

14:00 - 14:30

Setting the context – presentation of the case study areas

*Line Kjeldsen* (Skive, Denmark)

*Lutz Franzke* (BER Airport region, Germany)

*Lars Niklasson* (Kalmar, Sweden)

14:30-14:55

Questions and international exchange

14:55-15:00

Closing remarks and next steps



# WORKSHOPS OUTLINE

Monday 18 April  
15.00-16.00  
16.00-18.00

## THEMATIC WORKSHOPS HOSTED IN PROJECT SITES TRAVEL TO OFF-SITE WORKSHOPS

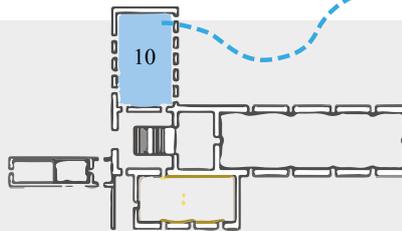
<b>A</b>	Culture, local development and regeneration: the role of museums	<b>D</b>	Creativity in education – higher education and entrepreneurship
<b>B</b>	How to expand apprenticeships to new players?	<b>E</b>	SME internationalisation: putting local SMEs on international scene
<b>C</b>	Public Employment Services as 'conductors' of labour market services? Towards a new strategic role for PES (or the site of the event)	<b>F</b>	Culture and local development: a new agenda for public-private partnerships?

Tuesday 19 April  
11:30-13:00

## PARALLEL THEMATIC WORKSHOPS

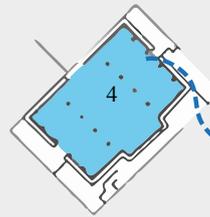
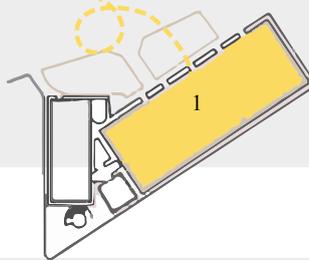
### GROUND FLOOR

- 1. Sala degli Arazzi  
*Tapestry Hall*
- 4. Padiglione delle Capriate  
*Truss Pavillion*
- 10. Sala del Chiostro dei Cipressi  
*Cypress Cloister Hall*



**G**  
Creative approaches to inclusive labour markets

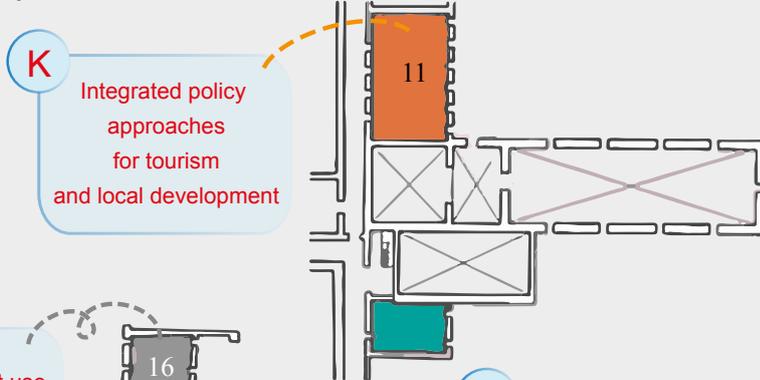
**J**  
New approaches to work organisation and skills utilisation: implementation matters



**I**  
Creativity through education-teaching entrepreneurship in primary, secondary and VET schools

### FIRST FLOOR

- 11. Sala Barbantini  
*Barbantini Hall*
- 13. Sala del Consiglio  
*Council Hall*
- 16. Sala del Soffitto  
*Soffitto Hall*



**K**  
Integrated policy approaches for tourism and local development

**L**  
Making the best use of local labour market data

**H**  
Local answers to welcoming refugees and preparing for the long term

# MONDAY 18 APRIL 2016

## IN PARALLEL

14.00-15.00 **PRESENTATION OF THE 2016 EDITION OF OECD SCOREBOARD ON FINANCING SMES AND ENTREPRENEURS / BOOSTING JOB CREATION WORKSHOP**

15.00-18.00 **PARALLEL WORKSHOPS HOSTED AT PROJECT SITES**

<b>A</b>	<b>Culture, urban regeneration and local development: the role of museums</b>	<b>D</b>	<b>Creativity in education – higher education and entrepreneurship</b>
<b>B</b>	<b>How to expand apprenticeships to new players?</b>	<b>E</b>	<b>SME internationalisation: putting local SMEs on international scene</b>
<b>C</b>	<b>Public Employment Services as ‘conductors’ of labour market services? Towards a new strategic role for PES</b>	<b>F</b>	<b>Culture and local development: a new agenda for public- private partnerships?</b>

# TUESDAY 19 APRIL

11.30-13.00

## PARALLEL WORKSHOPS

<b>G</b>	<b>Creative approaches to inclusive labour markets</b>	<b>J</b>	<b>New approaches to work organisation and skills utilisation: Implementation matters!</b>
<b>H</b>	<b>Local answers to welcoming refugees and preparing for the longer term</b>	<b>K</b>	<b>Integrated policy approaches for tourism and local development</b>
<b>I</b>	<b>Creativity through education – teaching entrepreneurship in primary, secondary and VET schools</b>	<b>L</b>	<b>Making the best use of local labour market data</b>

## 15.00–18.00, MONDAY, 18 APRIL 2016

## A. CULTURE, URBAN REGENERATION AND LOCAL DEVELOPMENT: THE ROLE OF MUSEUMS

**HOST:** Fondazione di Venezia**ADDRESS:** Dorsoduro 3488/U, 30123 VENEZIA

**Facilitators** *Guido Guerzoni*, Project Manager Museum M9 Venice Mestre, and *Alessandra Proto*, Policy Analyst OECD LEED Programme

**Host:** *Guido Guerzoni*, Museum M9 Venice Mestre

**Expert 1:** *Giampiero Marchesi*, Director, Special Task Force for Taranto and Aquila, Presidency of the Council of Ministers, Italy

**Expert 2:** *Mark Macmillan*, Council Leader Renfrewshire, United Kingdom

**Expert 3:** *Xavier Greffe*, University Paris I – Sorbonne, France

**Expert 4:** *Franco Bianchini*, Professor of Cultural Policy and Planning at Leeds Beckett University, United Kingdom

**Expert 5:** *Beatriz Plaza*, Faculty of Economics, University of the Basque Country, Spain

Following the plenary session, this workshop will look more deeply into issues related to the role of museums in local development and regeneration. The discussions will be inspired by stories of places that have put emphasis on culture as driver of change: Mestre and the ambitious M9 museum project. Bilbao and the Guggenheim museum. The urban regeneration plans for Taranto – a mono-industrial Italian city with rich cultural heritage going through a period of industrial decline and population shrinkage. The vision behind Paisley's bid to be UK City of Culture in 2021 and its new museum. The following issues will be addressed:

• **How to connect with local economy?** For museums to have an impact on urban regeneration it is important to consider the territorial capacity to produce all the goods and services needed for the museum and to target action at increasing this capacity. To support the development of a creative economy around the museum, it can be important to ensure that affordable space and start-up funds are available for creative entrepreneurship. It is also important to ensure that training and employment opportunities are available to local residents and links are made into local schools, as well as ensuring that there are spin off effects in terms of cafes, shops, other local activities in places where there is good pedestrian movement/footfall. It is also important to take into account museum's potential to contribute to the night time economy of the area, through late opening hours.

• **How to get public space right?** How to ensure that museum public spaces work well in terms of integrating into the broader urban fabric, and encouraging people to linger and interact? To attract local residents it is important that public space connects with local streets with high pedestrian movement, to ensure that people 'cross the space' as they go about their daily lives, as opposed to it being a dead end. Also there needs to be ways to engage in the space that does not require money (e.g. good seating, free game/play areas).

• **How to measure success?** Much attention has been paid to measuring the impact of museums in terms of number of visitors and money spent locally. However, it is much more difficult to evaluate and measure the connectedness of museums with local economy in terms of spin off effects, job creation, community engagement, neighbourhood renewal, and wider impacts on the territory. Also, some of valuable 'outputs' are not tangible, e.g. spreading creativity, encouraging social innovations, promoting social inclusion for certain population groups. In the same time, it is not easy to justify important public spending on cultural projects in the times of limited resources. How to strike the right balance and set the right criteria to measure success?

• **Taking a partnership approach:** All these interventions require an integrated approach, aligning property development, business development, training and skills policies, territorial marketing, transportation planning and many more. There is a need to strike the right balance between the needs of communities, tourists and businesses. More than that, it is important to install inclusive approach to change by involving key stakeholders - local authorities, communities, artists, designers and entrepreneurs, training providers, and many more - in the co-creation of the new agenda. Strong local leadership is required to build viable partnerships that can take the regeneration agenda forward.

**M9 Museum of the 20th Century** is an ambitious urban-regeneration operation, launched thanks to the Fondazione di Venezia idea and its drive. M9 will be a new-generation Museum of the 20th Century, with a high technological content and focusing on the great demographic, social, economic, urban, environmental and cultural changes witnessed in the 20th century. The M9 cultural pole will include a museum, exhibition spaces, mediatheque-archives and spaces for educational activities and public services. The M9 project will refurbish and upgrade an important historic building that has been closed to the public for more than 100 years and give the local population a vibrant centre.

For further information, see: <http://www.m9museum.it/en/>

## B. HOW TO EXPAND APPRENTICESHIPS TO NEW PLAYERS?

**HOST: Veneto Lavoro & FITT project**

**ADDRESS: Regione Veneto, Palazzo Grandi Stazioni**

**Facilitator:** *Norbert SCHÖBEL*, European Commission

**Host:** Forma il Tuo fuTuro! (FITT), Regione Veneto, Palazzo Grandi Stazioni

**Expert 1:** *Werner Eichorst*, Institute for Labour (IZA), Germany

**Expert 2:** *Francesca Froy*, Independent Expert, UK

**Expert 3:** *Jonathan Barr*, Policy Analyst, OECD LEED Programme

**Expert 4:** *Sandra Raniero*, Policy Advisor Veneto Lavoro.

In many OECD countries, there has been increasing interest in apprenticeships both as a route into employment and also in raising the skill levels of the workforce. A number of OECD countries have long histories of well-developed apprenticeship systems, with a high level of employer engagement. However, other countries have found that in developing a quality apprenticeship system, they face a number of implementation challenges. Many young people still view apprenticeship opportunities as unattractive despite the availability of a high number of well-paying jobs in associated sectors. Furthermore, expanding apprenticeships beyond traditional sectors and trades can be a challenge. Existing opportunities are often limited to a particular traditional sector like construction or mechanic and often exclude more attractive occupations. Employers may not be ready to implement effective apprenticeship programmes because of the perceived costs that they would incur with offering a training opportunity.

This workshop will consider the following questions:

- What successful strategies have been taken at the local level to increase employer participation in apprenticeship and work-based training programmes? How can these be applied to apprenticeships outside of traditional sectors?
- What incentive and financing mechanisms can local actors use to increase apprenticeship participation both by employers and individuals?
- What policies and/or programmes have been effective in engaging SMEs in particular?

### Forma il Tuo fuTuro! (FITT)

Forma il Tuo fuTuro! (FITT) aims at increasing the quality of apprenticeships for vocational qualifications in Italy. The project is intended as a learning model for the development of further high quality apprenticeship models at a national level in Italy as well as at a European level to the European Alliance for Apprenticeships. The project is supervised by "Veneto Lavoro", the technical agency for the Veneto region, which will carry out the two-year project on behalf of the Italian Ministry of Labour, Health and Social Affairs in co-operation with the German Federal Institute of Vocational Education and Training (BIBB) and the German Society for International Co-operation (GIZ).

[https://www.venetolavoro.it/documents/10180/3457699/FITT\\_leaflet\\_ENG.pdf](https://www.venetolavoro.it/documents/10180/3457699/FITT_leaflet_ENG.pdf)

## C. PUBLIC EMPLOYMENT SERVICES AS 'CONDUCTORS' OF LABOUR MARKET SERVICES? TOWARDS A NEW STRATEGIC ROLE FOR PES (ON THE SITE OF THE EVENT)

**Room: Barbantini Hall (and Cypress Cloister room/ Sala del Chiostro dei Cipressi for break out), conference venue Fondazione Cini**

**Facilitator:** *Lenka Kint*, Executive Secretary, World Association of Public Employment Services

**Expert 1:** *Criselda Sy*, Labor Attache In Geneva, Switzerland, previously DG of Philippines Public Employment Service

**Expert 2:** *Hakan Oz*, Expert / G20 Turkish Employment Team, Turkey

**Expert 3:** *Mirjana Zecirevic*, Assistant Director General, Public Employment Service, Croatia

**Expert 4:** *Gaidig Mathieu*, Policy Officer, Pôle emploi - Employment Service Department, General Delegation for Employment and Vocational Training, Ministry of Employment and Social Dialogue, France

Climate change, migration, and the globalisation of economies produce complex impacts on labour markets at national and local levels. Public employment services need strong partnerships with a variety of stakeholders to be able to address the new challenges in an effective manner and collectively seek solutions. How can PES play a coordinating role and 'orchestrate' interventions of different stakeholders to offer labour market services in an integrated manner? The World Association of Public Employment Services is putting in place a guidance and reflection process on this new strategic role for PES. This workshop will bring together some of WAPES members, experts and practitioners to discuss vision and mission, and the Strategic Compass for PES, while also examining the following issues:

- What can PES do to support durable careers of clients?
- How necessary is "going digital" for a PES?
- How flat can an organization be that has as many tasks as a PES?
- How can PES motivate its clients to accept it as a conductor?
- How can PES motivate stakeholders to enter a network with it?
- Which role do skills play for the new world of work and in the PES itself?

This workshop is led by the World Association of Public Employment Services, for more information, please see [www.wapes.org](http://www.wapes.org)

## D. CREATIVITY IN EDUCATION – HIGHER EDUCATION AND ENTREPRENEURSHIP

**HOST: IUAV****ADDRESS: Santa Croce, 191, 30135 Tolentini VE****Facilitator:** *Andrea-Rosalinde Hofer*, OECD LEED Programme

Contributors in alphabetical order:

**Expert 1:** *Alberto Bassi*, University IUAV, Italy (tbc);**Expert 2:** *Giancarlo Corro*, Ca' Foscari University, Italy;**Expert 3:** *Marco Cremaschi*, Science Po Paris, France;**Expert 4:** *Vladi Finotto*, Ca' Foscari, Italy;**Expert 5:** *Klaus Sailer*, Strascheg Centre for Entrepreneurship, Munich University of Applied Science, Germany;**Expert 6:** *Olivier Stoullig*, UNIDO

Conceptually, entrepreneurship in higher education institutions (HEIs) can have a broader and a narrow meaning. Broadly understood, it encompasses all efforts of HEIs to act in a more innovative and entrepreneurial manner, for example, in how to create and nurture interactions between education and research, enhancing societal engagement and knowledge exchange, managing resources, building organisational capacity and involving external stakeholders in HEI strategy, leadership and core mission activities. In a more narrow perspective, HEIs play an important role in stimulating the creation and growth of new firms. Many have introduced dedicated education activities targeted at “entrepreneurial” individuals, which will demonstrate initiative and creativity, learn through trial-and-error processes, rely on their judgements and create their own job environments. At the same time, HEIs provide – often as part of a local entrepreneurship ecosystems – start-up and growth support for new firms.

Questions for discussion:

- Why to promote entrepreneurship in higher education? What are possible outcomes?
- What are pertinent approaches to teaching & learning? Ways of involving firms in education?
- What role has public policy in supporting HEIs in their entrepreneurial & innovative strategic agenda?

The conceptual framework for this workshop is HEInnovate ([www.heinnovate.eu](http://www.heinnovate.eu)), a [guiding framework for entrepreneurial & innovative HEIs in Europe](#), jointly developed by the European Commission (DG EAC) and the OECD LEED Programme.

**IUAV- Università Iuav di Venezia** - One of the first Architectural Schools in Italy (established in 1926), the Università Iuav di Venezia is a ‘themed’ university that totally focusses on design. It is a dedicated place for teaching, specialisation and field research in design of living spaces and environments such as buildings, cities, landscapes and regions, as well as the design of every-day objects, cultural, theatrical, multimedia events, fashion and graphics. The Università Iuav di Venezia is organised into three departments: “Architecture, Construction and Conservation”, “Design and Planning in Complex Environments” and “Architecture and Arts”.

For further information, see: <http://www.iuav.it/English-Ve/About-Iuav/Iuav-profi/index.htm>

## E. SME INTERNATIONALISATION: PUTTING LOCAL SMES ON THE INTERNATIONAL SCENE

**HOST: Associazione Calzaturifici Riviera del Brenta****ADDRESS: via Mazzini, 2 30039 - Stra (VE)**

**Facilitators:** *Mario Volpe*, Professor of Political Economy, Innovation and Development Economics, Economics and International Politics, University of Venice Ca' Foscari and *Stuart Thompson*, Policy Analyst, OECD LEED Programme

**Host:** *Stefano Miotto*, Politecnico Calzaturiero, Italy

**Expert 1:** *Lucia Cusmano*, Senior Economist, SMEs and Entrepreneurship Division, OECD**Expert 2:** *Katrina Hann*, Head of Research, New Economy Manchester, UK**Expert 3:** *David Bailey*, Professor of Industrial Strategy, Economics & Strategy Group, Aston Business School, UK**Expert 4:** *Roberto Crosta*, Secretary General of the Chamber of Commerce, Industry, Handicraft and Agriculture of Venezia Rovigo Delta – Lagunare**Expert 5:** *Claudia Simionato*, Internationalisation Area, Consorzio Maestri Calzaturieri del Brenta c/o ACRIB

Globalisation has an impact on SMEs both as a threat (through greater competition) and an opportunity (through a larger market). Traditional clusters have taken a variety of approaches to these challenges, with or without public support. The workshop will examine the lessons for successful restructuring and reorientation of clusters in order to face global challenges, the role of public policy in supporting this, the ways in which globalisation affects the structure of individual clusters, and lessons from the Italian experience which could be applied to other countries and sectors.

**The Shoemaking Association of Riviera del Brenta** (ACRiB) is the central organisation coordinating almost 500 SMEs operating in the shoemaking sector and covering the entire production chain. These SMEs employ some 10,000 people and have an annual production of 19 million pairs of shoes, of which 95% is women's luxury footwear. The turnover currently exceeds 1.6 billion euros, of which 91% are exports. This cluster shows effective internationalisation in a competitive sector. **The Politecnico Calzaturiero** is a technical school with the District supporting SMEs with vocational training and services.

<http://www.acrib.it> <http://www.politecnicocalzaturiero.it>

## F. CULTURE AND LOCAL DEVELOPMENT: A NEW AGENDA FOR PUBLIC-PRIVATE PARTNERSHIPS?

**HOST: Fondazione di Venezia****ADDRESS: Dorsoduro 3488/U, 30123 VENEZIA**

**Chair and facilitator:** *Ugo Bacchella*, President, Fondazione Fitzacarraldo and *Andrea Billi*, Policy Analyst OECD LEED Programme

**Wrap-up:** *Anna Turco*, Consultant to the OECD LEED Programme

**Expert 1:** *Marco Melley*, Vice President, ACRI

**Expert 2:** *Katrine Watson*, European Cultural Foundation

**Expert 3:** *Walter Dondi*, Fondazione Unipolis

**Expert 4:** *Fabio Achilli*, Director, Foundation of Venice

Many foundations and agencies whose mission is to support cultural and creative sector are progressively changing their approach. They gradually move from grant making into a more hands on approach involving direct project management. Emphasis is increasingly being placed on the local development or regeneration aspect of the work and on integration of arts and culture in community revitalisation. Foundations have proven to be effective in identifying and financing innovative projects which are not eligible for public support from the start-up. Capacity building and mentoring is provided to scale up projects and increase impact. To succeed strong partnerships are required to foster effective actions oriented to social change, with a vision and long term goals shared by all stakeholders and a clear understanding of different roles and responsibilities.

This workshop will consider the following questions:

- Which role private foundations could play in boosting local development?
- Which are the main preconditions enabling private foundations to play an effective role in local development and regeneration?
- In times of growing budget constraints for public administrations, should private funding substitute public funds?

**Fondazione di Venezia** is a banking foundation, with a private not for profit legal status and full statutory and managerial autonomy, committed to developing the cultural and economic life of Venice. It pursues, administers and funds projects in three fields: education and training; arts, cultural activities and heritage, and scientific research and its social utility value is recognised in its statutes. Over the past the Fondazione di Venezia has provided direct funding to projects, then worked through partnerships with other legal bodies, and has moved towards a more hands-on and operational focus in recent years, particularly through its administration and execution of the M9 museum initiative in the heart of Mestre. This project aims to innovate the traditional concept of a 'museum' and present new vehicles for exhibitions, commerce, entertainment and culture to boost activities in the metropolitan area.

For further information, see: <http://www.fondazionedivenezia.org>

# 11.30-13.00, TUESDAY 19 APRIL 2016

## G. CREATIVE APPROACHES TO INCLUSIVE LABOUR MARKETS

ROOM: CYPRESS CLOISTER HALL/ SALA DEL CHIOSTRO DEI CIPRESSI

**Facilitator** *Denis Leamy*, CEO, Pobal, Ireland, and Chair, OECD Forum on Partnerships and Local Development

**Expert 1:** *Josh Stott*, Rowntree Foundation

**Expert 2:** *Pia Hellberg-Lannerheim*, Chief Executive's Office, City of Malmo, Sweden

**Expert 3:** *Paco Ramos*, Executive Director of Employment Policies of Barcelona Activa, Spain

**Expert 4:** *Francesca Froy*, Independent Expert, UK

**Expert 5:** *Anne Green*, Institute for Employment Research, University of Warwick, United Kingdom

Within the OECD and its member countries, inclusive growth is increasingly a part of the policy dialogue. LEED's longstanding work has shown that local actors are often best positioned to take a comprehensive approach to social inclusion. This workshop will examine how a local inclusive growth agenda can be developed and implemented, with a focus on local labour markets. It will focus on three key questions:

- Do local areas need to have an overall strategy for inclusive growth?
- What are the mechanisms for creating equality of opportunity in city labour markets?
- Is equality of opportunity enough?

Cities and other local areas are carrying out initiatives to target vulnerable groups in the labour market. LEED work shows that a sophisticated tool kit exists to tackle inequality, some local areas are prioritising the creation of accessibility to opportunity through providing early years childcare, affordable housing close to areas of job concentration, investments in public transport and anti-discrimination campaigns as well as thinking about equality of outcomes in terms of supporting middle-skill job opportunities and developing and supporting progression in employment, fair wages and decent working conditions. How can successful approaches be mainstreamed? What are the tools that cities and other local areas can use to realise inclusive labour markets? What actors need to be involved? What can they learn from sharing experience of 'what works' (and what does not)?

In co-operation with: Joseph Rowntree Foundation ([www.jrf.org.uk](http://www.jrf.org.uk)) and Pobal, Ireland ([www.pobal.ie](http://www.pobal.ie))

## H. LOCAL ANSWERS TO WELCOMING REFUGEES AND PREPARING FOR THE LONGER TERM

ROOM: COUNCIL HALL/SALA DEL CONSIGLIO

**Facilitator:** *Antonella Noya*, Senior Policy Analyst, OECD LEED Programme

**Expert 1:** *Thomas Liebig*, Senior Economist, Migration Division, OECD

**Expert 2:** *Cesare Giacomo Zucconi*, Secretary General, Community of Saint Egidio, Rome, Italy

**Expert 3:** *Anne Charlotte Leluc*, Councillor, City of Paris, France,

**Expert 4:** *Carlo Cominelli*, Social cooperative K-Pax, Breno, Italy

**Expert 5:** *Rainer Höll*, Managing Director Ashoka, Germany

**Expert 6:** *Nicolas Hazard*, President, Comptoir de l'Innovation, and social entrepreneur, France

In 2015, more than one million people crossed the Mediterranean Sea to look for international protection in Europe. In total, about 1.5 million claimed asylum in OECD countries in 2015. This is almost twice the number recorded in 2014 and the highest number ever. At the same time, asylum seekers represent only about 0.1 per cent of the total OECD population, and, even in Europe, they represent less than 0.3 per cent of the total EU population. This ongoing wave of migrants seeking asylum in Europe requires national and international responses to co-ordinate and facilitate reception and integration processes. Yet the refugee crisis has an equally important local dimension. Local authorities and a wide range of local actors – social enterprises and civil society organisations, private businesses, and citizens – are at the forefront of reception and integration efforts.

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Early intervention is crucial to facilitate successful social inclusion and integration in the labour market in the long run. Equally important is improved coordination, from the outset, between all the main players that try to provide locally tailored responses to the refugees' needs.

The workshop will highlight the role of the various actors in refugee reception and integration and will pay special attention to the role that social enterprises and civil society organisations have in this endeavour. It will also discuss how local authorities, public institutions, social enterprises and civil society organisations, private business, and citizens can work together to provide impactful, tailored, and effective responses at the local level. A number of programmes and initiatives targeting refugees, including by social enterprises, will be presented to feed the discussion to answer the following questions:

- What are the underlying factors of programmes and initiatives that ensure the successful reception and integration of refugees?
- How can coordination and interaction among local actors be facilitated, specifically between local authorities and civil society organisations such as social enterprises?
- How can we maximise the impact of the contributions of a wide variety of local actors while reducing inefficiencies?

## I. CREATIVITY THROUGH EDUCATION - TEACHING ENTREPRENEURSHIP IN PRIMARY, SECONDARY AND VET SCHOOLS

### ROOM: TRUSS PAVILLION / PADIGLIONE DELLE CAPRIATE

**Facilitators:** *Andrea-Rosalinde Hofer* & *Guia Bianchi*, OECD LEED Programme

Contributors in alphabetical order:

- Expert 1:** *Victor Arrias*, Tknika, Basque region, Spain;
- Expert 2:** *Margherita Bacigalupo* IPTS, European Commission;
- Expert 3:** *Antonio Gil de Gómez*, Tknika, Basque region, Spain;
- Expert 4:** *Gabriele Ott*, UNIDO;
- Expert 5:** *Anders Rasmussen*, Danish Foundation for Entrepreneurship;
- Expert 6:** *Friederike Soezen*, Economic Chamber - Wirtschaftskammer, Austria

The idea of building entrepreneurial competencies through education has spurred much enthusiasm in the last few decades due to a wide range of expected outcomes, such as individual development, increased school engagement and performance, enhanced courage to contribute to societal development, improved equality, as well as job creation and economic growth. However, turning these outcomes into educational practice poses significant challenges to teachers, school management and external partners that aim to build creative and open learning environments.

This workshop will present the findings of Entrepreneurship360, a collaboration between the European Commission and the OECD to improve the organisation of entrepreneurial education as well as (i) a competence framework for entrepreneurial competencies, prepared by IPTS, (ii) a holistic approach to promoting entrepreneurship through education, as practiced in Denmark with the support of the Danish Foundation of Entrepreneurship, (iii) how in the Basque country the involvement of teachers in curricula development – as organised by TKNIKA – can make a difference, and (iv) insights from the work of UNIDO about the relationships between different organisations and institutions within entrepreneurship education ecosystems and the supportive role of public policy.

Questions for discussion:

- What are entrepreneurial competencies?
- Which approaches to teaching and learning can effectively and progressively incorporate these throughout formal education?
- What role does public policy play in supporting the development of entrepreneurial education ecosystems and providing incentives for the various actors?

This workshop is jointly organised with IPTS, Danish Foundation for Entrepreneurship, Wirtschaftskammer Austria, TKNIKA and UNIDO.

## J. NEW APPROACHES TO WORK ORGANISATION AND SKILLS UTILISATION: IMPLEMENTATION MATTERS!

ROOM: TAPESTRY HALL/ SALA DEGLI ARAZZI

**Facilitators:** *Jonathan Barr* / *Anna Rubin*, OECD LEED Programme

**Expert 1:** *Susan Crandall*, Director, Center for Social Policy, University of Massachusetts, USA

**Expert 2:** *Peter Totterdill*, Chief Executive, UK Work Organisation Network and Director, Workplace Innovation Limited, United Kingdom

**Expert 3:** *Ewart Keep*, Chair in Education, Training and Skills, Director of SKOPE, University of Oxford, United Kingdom

**Expert 4:** *Lesley Giles*, Deputy Director, UKCES, United Kingdom

**Expert 5:** *Serdar Sayan*, TOBB University of Economics and Technology, Turkey

Following the plenary discussions, this interactive workshop will look more deeply into issues related to the implementation of policies and programmes to promote innovation in work organisation and boost skills utilisation. Panellists will share concrete examples of approaches being taken in their countries to kick off a discussion of key challenges and best practices relevant for other actors seeking to start-up or expand similar work. Key discussion questions include

- What are the key enablers that can bring public sector actors together with local employers to collaborate on work organisation and job quality issues?
- As this type of work sometimes falls outside the traditional scope of skills policy, what are the critical factors necessary to start-up and implement these types of programmes?
- What types of competencies and experiences do public actors, trainers and consultants need to successfully work with employers on these types of issues?
- How can the success of such programmes be better documented and shared?

Findings from this workshop will feed into an upcoming OECD publication on local approaches to boosting skills utilisation and improving job quality.

## K. INTEGRATED POLICY APPROACHES FOR TOURISM AND LOCAL DEVELOPMENT

ROOM: CYPRESS CLOISTER HALL/ SALA DEL CHIOSTRO DEI CIPRESSI

**Facilitator:** *Alain Dupeyras*, Head of OECD Tourism

**Expert 1:** *John Magee*, Head of Mayo Enterprise, Ireland

**Expert 2:** *Paolo Grigolli*, Director for Tourism of Trentino School of Management, Italy

**Expert 3:** *Xavier Greffe*, University Paris I – Sorbonne, France

Tourism and local development are closely linked. The links are complex and vary according to the organisation and distribution of tourism competences between the central, sub-national and local authorities, the typology of the territory (rural or urban, intermediate or economically integrated), the tourism potential (including accessibility and attractiveness), and of course the political will to drive tourism and local development. Integrated policy approaches enable stronger policy coherence and more balanced tourism development for the benefit of visitors, residents and investors. When well-managed, tourism is a recognised tool for economic growth, job creation and territorial development. It can create a strong territorial image and identity that can benefit the whole economy. The key challenge is to organise the various local stakeholders to enable the inclusive and sustainable development of tourism. In order to address these issues, the workshop will enable policy-makers, development agencies, private sector representatives, and other experts to develop integrated policy approaches to support tourism and local development.

Questions for discussion:

- Tourism can be a useful tool for local development. What are the comparative advantages and drawbacks of tourism compared to other sectors? What are the risks of an over specialisation on tourism? How can current policies and practices be improved?
- How to combine at best tourism with other activities in integrated local development policy approaches? How can tourism contribute to more inclusive local economies? Are there good practices that might be adopted?

## L. MAKING THE BEST USE OF LOCAL LABOUR MARKET DATA

ROOM: HALL OF THE CEILING/SALA DEL SOFFITO

**Facilitator:** *Randall Eberts*,  
President, W.E. Upjohn Institute  
for Employment Research,  
United States

**Expert 1:** *Sergio Destefanis*, Professor of Economics, University of Salerno, Italy

**Expert 2:** *Anna Manoudi*, Independent Researcher Consultant, Greece

**Expert 3:** *Denise Gareau*, Director Horizontal Initiatives, Planning and Enabling Fund  
for Official Language Minority Communities, Employment and Social Development  
Canada

**Expert 4:** *Tiziano Barone*, Director, Veneto Lavoro, Italy

**Expert 5:** *Michela Meghnagi*, Statistician, OECD LEEED Programme

OECD LEED research has shown that effective local policies and initiatives need a strong evidence base. However collecting and using labour market data, especially at the local level, can be challenging. This workshop will review a variety of successful examples of how local data can be used to identify the strengths and weaknesses of local labour markets and how it can inform policies and programmes. In addition, it will look at innovative ways of using data on skills from new sources, such as social networks.

The workshop will address the following issues:

- What can be learnt from international examples on how local data can be used? Are they replicable across countries?
- How the link between data and policy making can be strengthened both at the national and local level?
- Which innovative sources could be used to assess strengths and weaknesses of local labour markets?



# WELCOME TO THE NETWORKING SESSION: LOCAL INITIATIVES FOR JOBS, INCLUSION AND BUSINESS DEVELOPMENT

## TRUSS PAVILLON / TAPESTRY HALL

The networking session is open to all Forum members to present their projects, exchange knowledge with peers and establish professional networks and contacts.

There will be a total of 19 tables, distributed as per the map in two rooms of the venue, and each table will be dedicated to one project/initiative. The conference programme will give you 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.

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).

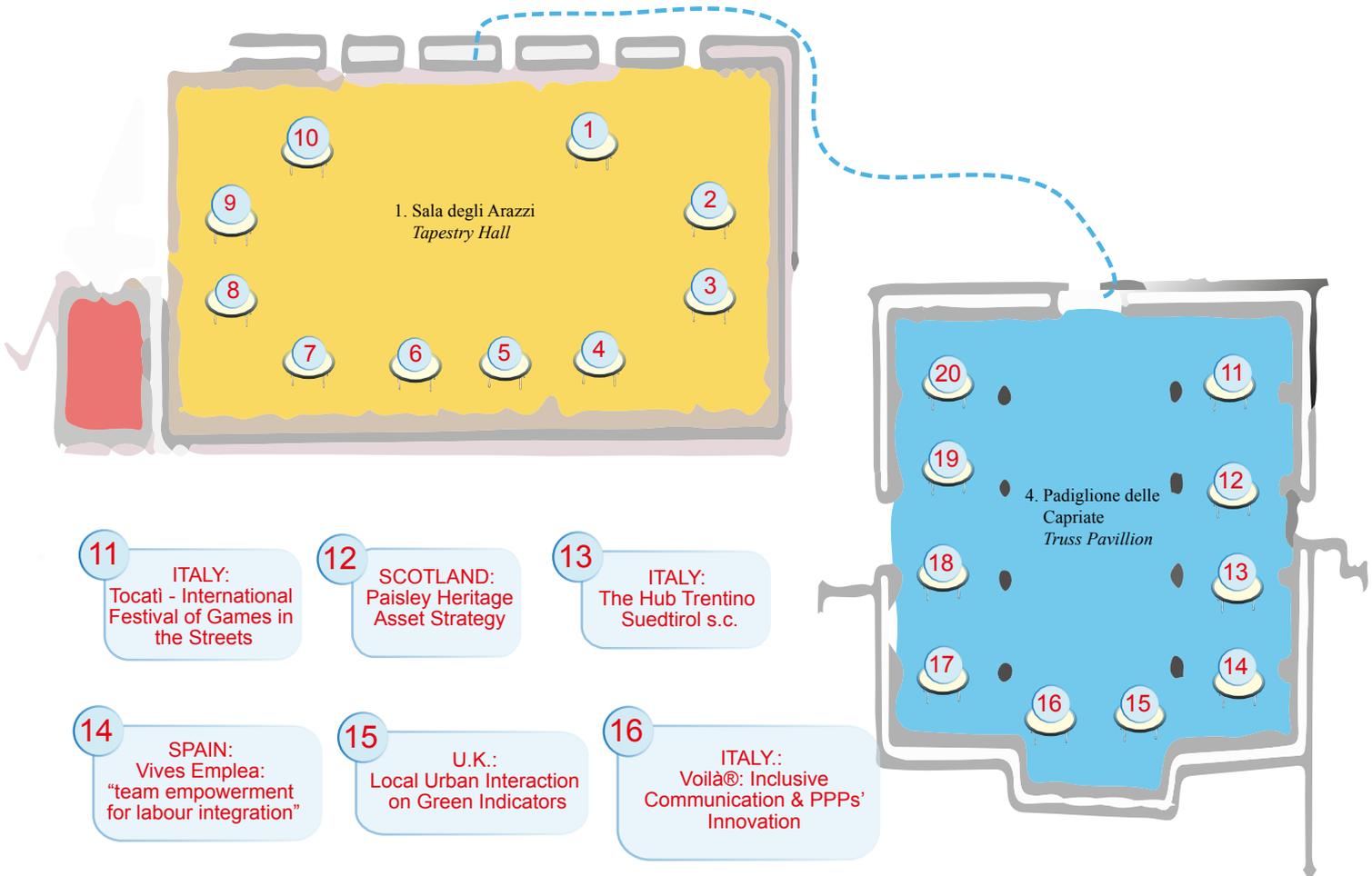
## PROJECTS AND INITIATIVE BY COUNTRY

- 1. CZECH REPUBLIC AND SWEDEN:** Soft Skillers Program for the Integration of Immigrants
- 2. EUROPE - ENTREPRENEURIAL COMMUNITIES**
- 3. EUROPE:** Entrepreneurial Skills Pass
- 4. EUROPEAN NETWORK:** MetropolisNet EEIG – European Metropolis Employment Network
- 5. ITALY:** CCC-Cultural Capital Counts (Central Europe Programme 2007-2013)
- 6. ITALY:** QUID
- 7. ITALY:** Schools for an Agenda for the Future – Udine 2024
- 8. ITALY:** M.I.T.: a Traditional Boat Museum in Venice
- 9. ITALY:** Pensplan
- 10. ITALY:** Tocati - International Festival of Games in the Streets
- 11. ITALY:** The Hub Trentino Suedtirol s.c.
- 12. ITALY:** Voilà®: Inclusive Communication & PPPs' Innovation
- 13. ITALY:** Distretti Culturali – Cultural District
- 14. ITALY, FRANCE, BULGARIA, ESTONIA, CROATIA CYPRUS:** POPEYE – Promoting Organic Production, Enhancing Youth Employment
- 15. SCOTLAND:** Paisley – heritage asset strategy
- 16. SPAIN:** Vives Emplea: “team empowerment for labour integration”
- 17. SOUTH MEDITERRANEAN COUNTRIES:** Development of Clusters in Cultural and Creative Industries in the Southern Mediterranean
- 18. UNITED KINGDOM:** Local Urban Interaction on Green Indicators
- 19. UNITED KINGDOM:** Citizen Entrepreneurship and the Social Physics of Innovation for Local Social Development
- 20. UNITED KINGDOM:** Shifting Cultural Perceptions of CEIAG in Greater Manchester

Monday 18 April  
14:00-15:00

# NETWORKING SESSION

- 1 ITALY: Cultural Capital Counts (CCC)
- 2 EUROPE: Entrepreneurial Communities
- 3 ITALY: QUID
- 4 EUROPE: Entrepreneurial Skills Pass
- 5 ITALY: The schools for an Agenda for the Future – Udine 2024
- 6 EUROPE: MetropolisNet EEIG – MetropolisNet European Metropolis Employment Network EEIG
- 7 ITALY: M.I.T.: a Traditional Boat Museum in Venice
- 8 CZECH REPUBLIC & SWEDEN: Soft Skillers Program for the Integration of Immigrants
- 9 ITALY: Pensplan
- 10 UK: Citizen Entrepreneurship and the Social Physics of Innovation for Local Social Development



- 11 ITALY: Tocati - International Festival of Games in the Streets
- 12 SCOTLAND: Paisley Heritage Asset Strategy
- 13 ITALY: The Hub Trentino Suedtirol s.c.
- 14 SPAIN: Vives Emplea: "team empowerment for labour integration"
- 15 U.K.: Local Urban Interaction on Green Indicators
- 16 ITALY: Voilà®: Inclusive Communication & PPPs' Innovation
- 17 U.K.: Shifting Cultural Perceptions of CEIAG in Greater Manchester
- 18 ITALY: POPEYE Project
- 19 South Mediterranean Countries: Development of Clusters in Cultural and Creative Industries in the Southern Mediterranean
- 20 ITALY: Distretti Culturali (Cultural District)

# CZECH REPUBLIC AND SWEDEN

## Soft Skillers Program for the Integration of Immigrants

**Background and rationale**

There has been a recent increase in migration of people from less developed countries and countries hit by war and civil conflicts towards more developed and safe countries. This has raised some uneasy questions and dilemmas, especially for target countries like U.S, Canada, Australia, Germany, Sweden, France, Italy, U.K. and others. There are challenges associated with the integration of people from a variety of different cultural backgrounds and individual skill levels. Humanitarian responses towards refugees from Syria, Iraq, Somalia and other countries can clash with the wishes and fears of domestic populations.

**Aims and objectives**

Sweden offers an example of new programs for the integration of immigrants based on skills and competences. A substantial component is based on the Soft Skillers program developed by RPIC-ViP and DAP Services from the Czech Republic and licensed by Work4You in Sweden. The Soft Skillers program is a result of more than 10 years of long-term research, development and testing. The programme features a unique methodology that supports the concurrent adaptation of attitudes and the development of soft skills amongst migrants and local communities.

**Timeframe**

Since September 2015, ongoing.

**Budget and source of financing**

Multi-project financing in pilot stage.

**Human resources**

Certified trainers and counsellors

**Activities**

The Soft Skillers program is based on the following principle: "The integration of immigrants must be based on adaptation of their attitudes and development of the skills needed to succeed in the culture, lifestyle and employment within target countries". The current Soft Skillers programme features an on-line diagnostic tool to assess the soft skills of migrants in their native languages. The next step of the Soft Skillers program is a developmental phase that covers soft skills that are in demand from employers and are important for life and work in Europe, Canada, U.S. and Australia. The programme is based on experiential learning (learning by doing) and has enormous power to positively influence the attitudes of trainees.

**Success factors**

Relevant qualifications, work experience and specific hard skills are good cornerstones but are not enough for success in the current and future labour market. Soft skills are key to gaining employment, maintaining employment and seeking subsequent higher-quality employment. The Soft Skillers programme has five core benefits, including:

1. Soft Skillers helps migrants develop the skills to find and keep a job.
2. Soft Skillers is a safe and friendly assessment that enables them to know more about their soft skills for life and employment.
3. Soft Skillers helps migrants prepare for life and work in the culture and labour market of target countries.
4. Soft Skillers provides inspiration and support to migrants through the presence and experiences of other programme users.
5. Soft Skillers complements the other integration programs that aim to assist migrants in their search for a home and prosperity.

**Results**

Since the end of September 2015, the on-line diagnostics part of the Soft Skillers program has been available in the following languages: English, Swedish, Persian, Arabic, Somali, Tigrinya. Other European or other languages can be quickly integrated into the on-line diagnostic tool on demand. There are 14 training toolkits to support the development of relevant soft skills. There are 15 certified trainers and counsellors in the Work4You organization that are prepared to use the Soft Skillers program in Sweden. There are also more than 40 counsellors in the Public Employment Services of Sweden that are trained to use the on-line diagnostic tool in their work with immigrants.

**Partners**

RPIC-ViP s.r.o. and DAP Services a.s. (Czech Republic)  
Work4You (Sweden)

**Project website**

More information on Soft Skillers program can be found on [www.softskillers.com](http://www.softskillers.com)

**Contact person**

Zdenek Karasek – e-mail: [karasek@rpic-vip.cz](mailto:karasek@rpic-vip.cz)  
Jiri Simonek – e-mail: [simonek@dap-services.cz](mailto:simonek@dap-services.cz)  
and Patrik Sundgren – e-mail: [patrik.sundgren@workforyou.se](mailto:patrik.sundgren@workforyou.se)

# EUROPE - ENTREPRENEURIAL COMMUNITIES

<b>Background and rationale</b>	Since 2011 the ETF has highlighted the potential of multilevel governance - widening skills dialogue and making it more inclusive - with resulting benefits for policy efficiency. Through its entrepreneurial communities initiative the ETF demonstrates how territorial partnerships open pathways for multilevel governance. Although multilevel governance formally depends on the institutional context and mechanisms, in practice the process can begin at the territorial level from small, progressive, and often informal changes that concretely improve the performance of vocational education and training (VET) systems.
<b>Aims and objectives</b>	Illustrate through territorially anchored good practices (i) what collaborative governance implies to local and regional actors, (ii) and how it can and does boost innovation and relevance of VET.
<b>Timeframe</b>	2013-2016
<b>Budget and source of financing</b>	The good practices are partnerships that are fully self-funded, based on collaborative advantage. No financial support has been given by the ETF.
<b>Human resources</b>	Varies from country to country
<b>Activities</b>	Identifying, analysing and documenting territorial good practices – using video reporting as a tool to capture the attention of policymakers.
<b>Success factors</b>	Learning from national good practice, locally driven, built on collaborative advantage, self-sustained, policy impact, transformational change.
<b>Results</b>	Inspiring good practices showcase innovative approaches to learning, actions to enhance the relevance of education and training, creative way to spark and grow start-ups etc. have sparked national initiatives and impacted policy.
<b>Partners</b>	An Advisory Board was established to support the ETF initiative, members: European Committee of the Regions (COR), European Economic and Social Committee (EESC), Eurochambers, European Vocational Training Association (EVTVA), Regional Cooperation Council (RCC), Union for the Mediterranean (UfM).
<b>Project website</b>	<a href="http://www.etf.europa.eu/web.nsf/pages/entrepreneurial_communities">http://www.etf.europa.eu/web.nsf/pages/entrepreneurial_communities</a>
<b>Contact person</b>	Pirita Vuorinen. <a href="mailto:pvu@etf.europa.eu">pvu@etf.europa.eu</a> , +39.011.630.2222

# EUROPE

## Entrepreneurial Skills Pass

**Background and rationale**

The Entrepreneurial Skills Pass (ESP) is an international qualification that certifies students (15-19 years old), who have had a real entrepreneurship experience, have gained the necessary knowledge, skills and competences to start a business or to be successfully employed.

ESP includes a full-year in-school mini-company experience; a self-assessment of entrepreneurial competences; an examination of business, economic and financial knowledge and the possibility to access further opportunities offered by small and large businesses, top higher institutions and international organisations across Europe.

**Aims and objectives**

ESP is a certification that students can add to their CV and use to pursue further education, to enter the world of work or to start their own business. For schools and teachers, the ESP is a full package to support entrepreneurial learning outcomes and to provide students with the skills and competencies employers are looking for.

**Timeframe**

2013 - 2016

**Budget and source of financing**

Lifelong Learning Programme (Leonardo da Vinci 540311-LLP-1-2013-1-DK-Leonardo-LNW) and Sponsors (ArcelorMittal, AXA, Barclay's, bitmedia, Citi Foundation, Cambridge Centre for Entrepreneurial Learning, KSS Turkey, Eurochambres, Hill + Knowlton, HP, Hyundai, intel, INNOCERT, ManpowerGroup, Microsoft, MetLife Foundation, SAP, UBS, VISA)

**Human resources**

Staff from JUNIOR Achievement Europe, Austrian Federal Economic Chamber, Austria JUNIOR Achievement Austria, Czech Republic, Denmark, Estonia, Greece, Italy, Romania, Slovakia, Switzerland as well as staff from associated project partners from JUNIOR Achievement Albania, Belgium, Bulgaria, Finland, France, Ireland, Malta, Norway, Portugal, Russia, Serbia, Sweden, Turkey, United Kingdom.

**Activities**

Over the period of three years, this project aims to achieve: +10.000 students successfully obtain the certificate, 250 businesses guarantee youth opportunities, networking activities at national level, 20 countries, academic and vocational schools. Through the establishment of National Focus Groups, the Entrepreneurial Skills Pass generates strong local stakeholder support and lead to more constructive collaboration between key players in the entrepreneurship education ecosystem.

**Success factors**

The Entrepreneurial Skills Pass is a forward-looking initiative. It aims at boosting the short and long-term impact of Europe's entrepreneurship education efforts. Thus, the ESP has benefits for both students, schools and employers.

**Results**

The main result of the Entrepreneurial Skills Pass is linked to the development of the certification package, including online training tools for teachers and students. Available in several languages and rolled-out to academic and vocational schools, the long-term objective of the ESP is to develop the programme in three dimensions: by expanding the number of countries adopting the ESP, by increasing the total number students earning their ESP and by getting more stakeholder organisations to endorse the programme and offer successful further opportunities.

**Partners**

Project Owner: JA Europe asbl, Rue Victor Oudart 7, 1030 Brussels, <http://www.jaeurope.org/>  
Main project partners: Austrian Federal Economic Chamber (Wirtschaftskammer Österreich) Lifelong Learning Programme, CSR Europe, Fonden for Entrepreneurs – Young Enterprise Denmark, JA Europe,

**Project website**

<http://www.entrepreneurialskillspass.eu/about.html>

**Contact person**

Friederike Soezen, Austrian Federal Economic Chamber, [friederike.soezen@wko.at](mailto:friederike.soezen@wko.at), +43 6646317020

# EUROPEAN NETWORK

## MetropolisNet EEIG – European Metropolis Employment Network

### Background and rationale

MetropolisNet EEIG is a European network of organisations that work in metropolitan cities to promote social inclusion, employment and urban development. It evolved from a transnational network that was created to support EU local employment initiatives, including Territorial Employment Pacts. The member organisations share a common commitment to tackling issues of unemployment and social exclusion. MetropolisNet is a network of a variety of different types of organisations, including the public sector, private companies and non-government organisations.

MetropolisNet is a vehicle for inter-city and inter-organisational collaboration to promote the empowerment of local actors by emphasising the local dimensions of EU policies on employment and social affairs. The network also aims to develop the local dimension of EU strategies on employment, social inclusion and local development.

### Aims and objectives

- Promoting employment, social cohesion and urban development in large European cities & metropolitan areas.
- Exchanging information, experience and know-how between partner organisations. The partnership is a forum for developing new and sharing good practice on social inclusion, integration policy & equal opportunities, lifelong learning & skills development, enterprise & local economic development, and labour market development and employment strategies.
- Strengthening the role of the regional & local level by applying the local dimension of the European Employment Strategy through territorial employment pacts and local partnerships.
- Implementing joint projects to achieve these goals and developing co-operation with other relevant organisations at the local, regional, national and European levels, and beyond.

### Timeframe

Permanent

### Budget and source of financing

The Network is funded through both project-based fees and members' fees.. Most of projects are financed by the European Commission through programmes that support employment, social inclusion, youth participation, social policies and social innovation.

### Human resources

The MetropolisNet co-ordinating office is based in Berlin. It has five staff. It is led by a Director and managed by two network co-ordinators. It also includes an administrative and a project manager. All decisions are made collectively by the partners.

### Activities

MetropolisNet conducts the following activities:

- Meets twice annually to develop strategies, ideas and joint initiatives, and exchange information;
- Collaborates through transnational projects, such as the Equity, Participation, Decision-Making Labs initiative (Youth In Transition in European Cities), led by Met (2016–2018). This initiative involves developing a participatory dialogue between youth and policymakers in 4 large EU cities (Dublin, London, Cagliari and Bologna) to improve Youth Guarantee Schemes. The Network is also involved in the Euro IVET programme, led by Rinova (), the Good Guidance Stories+ led by gsub, the Jump@school initiative led by the Sardinia region and the Ciofs-FP, NQCA campaign led by Ballymun Job Centre. Information on past projects can be found on the MetropolisNet website.

### Success factors

- MetropolisNet members are equal partners and share a common vision on an inclusive Europe.
- The partnership is driven by mutual trust.
- MetropolisNet was registered as a company (EEIG) in March 2009, which strengthened the sustainable character of the network. This allows the network to work on shared goals and to learn from the collaboration on a long term basis.
- Partner organisations share a number of innovative characteristics, including the ability to think outside the box to develop innovative joint projects as well as the drive to steer change and development in the field of social inclusion and employment development.

### Results

- MetropolisNet has worked informally for over 12 years and has been a formal network for the last 5 years.
- MetropolisNet has developed profound expertise in the fields of social inclusion, integration policy & equal opportunities, lifelong learning & skills development, enterprise & local economic development, and labour market development and employment strategies through the implementation of joint projects.
- MetropolisNet has developed innovative methods and approaches in order to tackle challenges in the MET working fields.
- MetropolisNet has a shared, democratic and effective development strategy. It develops priority actions and strategies to test and advocate policies to policymakers at the local and European level with reference to the recognised needs of partner organisations, cities and territories.
- MetropolisNet currently operates and participates in seven transnational projects in order to support its partners, their cities and networks in developing innovating tools and methods. The network is a recognised expert in the dissemination and exploitation of results. Current and past projects are available on its website.

### Partners

Ballymun Job-Centre, Dublin; CIOFS-FP, Rome; DublinNet, Dublin; gsub projektgesellschaft mbH, Berlin; Lawaetz Stiftung, Hamburg; Centre for Social Innovation (ZSI), Vienna; Rinova Ltd, London (UK), Budapest Esely, Budapest; City of Tampere – Employment Unit, Tampere,

### Project website

[www.metropolisnet.eu](http://www.metropolisnet.eu)

### Contact person

Network Co-ordinator: Elena Grilli [elena.grilli@metropolisnet.eu](mailto:elena.grilli@metropolisnet.eu), Jasmin Zouizi [jasminzouizi@metropolisnet.eu](mailto:jasminzouizi@metropolisnet.eu)  
Director Dr. Reiner Aster [reiner.aster@metropolisnet.eu](mailto:reiner.aster@metropolisnet.eu)

# ITALY

## CCC-Cultural Capital Counts (Central Europe Programme 2007-2013)

<b>Background and rationale</b> (max 7 lines)	In a world of globalization and high mobility, European Regions have to compete with other regions all over the world in terms of location factors, preconditions for production or attractiveness as a residence. While many of those factors are temporary and exchangeable, attractiveness based on regional culture and cultural identity is more stable and can neither be copied nor exchanged. A region with a high grade of identification with its specific cultural heritage is unique and therefore attractive for residents, visitors and enterprises. The CCC project unites institutions and businesses in creating a strategy that helps regions use cultural heritage to boost local economies and build a future based on regional resources.
<b>Aims and objectives</b> (max 5 lines)	CCC aims to identify, valorize and capitalize the cultural resources of the participating regions of Central Europe, particularly the intangible cultural resources (such as traditions, peoples' potentials, skills, capabilities, practical know-how, expertise & knowledge, active social networks), in order to strengthen the regional identity, enhance the quality of life and increase the attractiveness and competitiveness, fostering entrepreneurship, investments and innovation, thus supporting the development of enterprises and job-opportunities. The specific objective of CCC is then the development and implementation of a new strategy for sustainable regional development based on intangible cultural resources to increase the competitiveness of Central Europe regions.
<b>Timeframe</b>	May 2011 – April 2014 (36 months)
<b>Budget and source of financing</b>	2.303.962,51 €. 77,69% from ERDF - European Regional Development Fund 22,31 % from national public and private co-financing
<b>Human resources</b>	The involvement of experts from different cultural backgrounds and local bearers of intangible heritage has been crucial to discover regionally characteristic cultural resources and gain a deep understanding of the issue. Local advisors and consultants on economic, financial and communication issues have supported the development of the entrepreneur business ideas. Local stakeholders and experts worked together to implement the CCC-method. For the scope, 33 workshops on policy level with local politicians and stakeholders have been organized, along with 21 at regional level, with the involvement of 554 persons representing 281 entities of the public sector. Verona Innovazione organized 6 activities with stakeholders, involving 94 persons.
<b>Activities</b> (max 5 lines)	<ol style="list-style-type: none"> <li>1) Identification of the intangible cultural heritage</li> <li>2) Development of common methods and tools to capitalise on cultural resources</li> <li>3) Implementation and testing of the new methods and tools in the participating regions</li> <li>4) Development of a Cultural resources strategy for sustainable regional development</li> </ol>
<b>Success factors</b> (max 5 lines)	The intangible heritage recognized as a potential for local economy and quality of life. The CCC strategy as a solution for the development of regions with only few resources. Cultural resources made visible and substantially increased by the transnational cooperation. New opportunities for rural areas for a more balanced development, contributing to territorial cohesion. Good cooperation with the honest wish of all partners.
<b>Results</b> (max 5 lines)	One final strategy. 4 tools developed (a knowledge management system providing information on intangible heritage; a manual on identifying intangible heritage; a manual on methods and tools as well as training material on the same issue, implemented during pilot activities). 18 pilot actions (Verona focused on crafts, culinary culture and performing arts). 89 trainings, 1.746 persons trained. 77 new products and services developed. In Verona, 24 new business ideas and 30 new working places in startups. 21 workshops on policy level. 69 public authorities and institutions declared to implement the strategy in the future. 540.000 inhabitants benefitting from integrated cultural and economic concepts as a result of pilot actions/investments
<b>Partners</b> (name of the project owner and main project partners listed)	The partnership consists of 9 various complementary regions from 6 countries. Lead Partner: Verein zur Förderung des Steirischen Vulkanlands (AT) Project Partners: Kulturpark Eisenstraße-Ötscherland – Verband zur Förderung von Tourismus und dem Kulturgut Mostviertel-Eisenwurzen (AT) Verona Innovazione Azienda speciale della Camera di Comercio di Verona (IT) Langhe Monferrato Roero S.C. a r.l. (IT) Centar za razvoj Litija d.o.o. (SLO) Lokalna turistična organizacija Bovec (SLO) Hegypásztor Kör (HU) Podkarpacka Izba Gospodarcza (PL) b&s unbernehmensberatung und schulung für den ländlichen raum GmbH (DE) Brandenburgische Technische Universität Cottbus (DE)
<b>Project website</b>	<a href="http://www.culturalcapitalcounts.eu">http://www.culturalcapitalcounts.eu</a>
<b>Contact person</b>	Gianni Tortella, <a href="mailto:gianni.tortella@vr.camcom.it">gianni.tortella@vr.camcom.it</a> , <a href="mailto:euprojects@vr.camcom.it">euprojects@vr.camcom.it</a>

## ITALY

## QUID

<b>Background and rationale</b> (max 7 lines)	In Italy, marginalization of female disadvantaged workers (single mothers, victims of violence, disabled) is a nationwide issue. According to data, vulnerable women are 3.3 millions in Italy. Moreover, according to OECD 2012 Data, Italy has the third worst gender gap (51%) amongst OECD countries. The gender bias affects even those labour reintegration programmes targeting disadvantaged employees. At the same time, every year Italian fashion companies are producing more than 600km of waste textile and 5.8 million tons of fabrics are wasted in Europe. Of those 75% goes to landfill or incineration and only 25% is recycled.
<b>Aims and objectives</b> (max 5 lines)	QUID is an eco-fashion business employing disadvantaged women in the up-cycle of first quality textile waste into limited edition design collections. QUID unique formula combines social and environmental issues with market values through fashion: tackling effectively severe unemployment affecting disadvantaged women (social issue) and responding to the need of fashion brands to create their personal and ethical identity (market issue), regenerating their image by recovering wasted textiles.
<b>Timeframe</b>	Founded in Verona, Italy, in 2013.
<b>Budget and source of financing</b>	€ 500.000 turnover in 2015 (with breakeven). In 2014 QUID won the European Social innovation Competition and a grant of € 30.000.
<b>Human resources</b>	QUID has 30 employees, 20 of which in disadvantage conditions, and a dynamic Board composed by 4 members with complementary backgrounds, skills and an average age below 35 years.
<b>Activities</b> (max 5 lines)	QUID has diversified its formula in two revenue streams. Independent collection: QUID modifies textile waste donated by Partner Brands. Design is carried out by QUID and disadvantaged women carry out production. Products are distributed in QUID's stores and via e-commerce. Co-branding project: QUID has become exclusive supplier of ethical lines for the Partner Brands setting up co-branded ethical partnerships, with a B2B distribution model. Products are sold as 'capsule collections' in the Brand Partner's stores.
<b>Success factors</b> (max 5 lines)	6 Strategic partnerships with Italian fashion companies which provide the fabrics and work in partnerships (Co-branding project): Calzedonia, Intimissimi, CarreraJeans, DenStore, Altromercato, Diesel. The co-branding formula represents a new and unique market niche to develop. The unique products - made of scraps with limited availability - are ethical, handmade, fashionable, highly marketable and competitive.
<b>Results</b> (max 5 lines)	QUID employs 20 women in disadvantage conditions and has been able to recycle more than 120 km of textiles. In 2015 QUID has sold more than 10.000 clothes and 80.000 accessories throughout Europe. In 2015 QUID was one of the finalist of EIB Institute's Social Innovation Tournament and Bocconi Start-up Day Award. QUID has achieved a huge media exposure at national and international level The Guardian, Euronews
<b>Partners</b> (name of the project owner and main project partners listed)	Anna Fiscale, Chairwoman and founder, Ludovico Mantovan, CEO and Vice-President Elisabetta Stizzoli, Board Member Umberto Brambilla, Board Member
<b>Project website</b> <b>Contact person</b>	<a href="http://www.progettoquid.it">www.progettoquid.it</a> Anna Fiscale, Chairwoman and founder: <a href="mailto:anna.fiscale@progettoquid.it">anna.fiscale@progettoquid.it</a> Mob: 0039-3285774031

# ITALY

## Schools for an Agenda for the Future – Udine 2024

**Background and rationale**

In 2013, the Chamber of Commerce of Udine initiated a project “The schools for an Agenda for the Future– Udine 2024”, a network of high schools that developed ideas for the future of the city of Udine and its territory.

**Aims and objectives**

The aim of the project was to increase the sense of responsibility from young people towards their own future through discussion for a number of concepts, including considerations on the future of the School, technological and technical innovations, enterprise ideas for tourism, local gastronomy, green energy and proposals for the restoration of abandoned factories.

**Timeframe**

Scholastic Year 2015/2016

**Budget and source of financing**

For the scholastic year 2015/2016, the only costs were associated with the salaries of the relevant officials. The added value of the project is the development of an understanding of the work of a Chamber of Commerce amongst the youth of Udine. The budget allocated by the Friuli Venezia Giulia Region is provided directly to the schools.

**Human resources**

Chamber of Commerce of Udine, project manager Friuli Future Forum

**Activities**

The work was conducted as follows: 1) development of new projects: 15 schools subscribed the network agreement 2015/2016 and they are working on 28 projects; 2) the schools participate in conferences and seminars with international experts to discuss the future according to a range of perspectives (economy, culture, social values, work...): 434 students and 49 teachers.

The previous iteration of this project featured: 1) participation of 10 students and 36 teachers in working groups to discuss the future of the city of Udine; 2) participation of 671 students and 30 teachers in conferences and seminars with international experts; 3) participation of 312 students and 35 teachers in the development of projects within the network agreement.

**Success factors**

The success of the project was based on the following factors: 1) coordination activities; 2) gathering ideas from the next generation to inform the perspectives of the enterprise world and decision makers; 3) taking inspiration from the projects’ ideas; 4) synergy between single schools and single classes of the same school; 5) projected attitude between schools, enterprises and policy makers; 6) engagement of the compulsory education system in the design of future scenarios for the town and the territory; 7) public presentation of the works and the ideas and printing of a final publication.

**Results**

Without a budget source, the project has been able to: 1) follow coordination activities; 2) promote and give value to the ideas that have resulted from the schools’ projects to give new inspiration for the present and future productive system; 3) suggest new ways to include different stakeholders throughout the territory (institutions, public authorities, enterprises).

**Partners**

Project Partners:  
 Regione Friuli Venezia Giulia;  
 Friuli Innovazione (the research and technology transfer centre in Udine); I.S.I.S. Bassa Friulana;  
 Convitto Nazionale “Paolo Diacono”;  
 I.S.I.S. “Magrini Marchetti”;  
 I.S.I.S. “R. D’Aronco”;  
 I.S.I.S. “Latisana”;  
 I.S.I.S. dil S.Daniele del Friuli;  
 I.S.I.S. “J. Linussio”, Educando statale “Collegio Uccellis”;  
 I.S.I.S. “B. Stringher”;  
 I.S.I.S. “C. Percoto”;  
 Istituto Professionale “G. Ceconi”;  
 Istituto Tecnico “A. Zanon”;  
 Istituto Tecnico “G. Marinoni”;  
 Liceo Scientifico “G. Marinelli”;  
 Liceo Scientifico “N. Copernico”;  
 the Inspectorate of Public Education of Udine

**Project website**

[www.friulifutureforum.net](http://www.friulifutureforum.net)

## ITALY

**M.I.T.: a Traditional Boat Museum in Venice**

<b>Background and rationale</b> (max 7 lines)	The project starts in the framework of a larger reflection focused on the reuse of an early 19th century fortress located between mainland and lagoon. After the end of its original use, the challenge was the planning of a self-sustainable reuse process able to guarantee the maximization of the producible social, cultural and economic values. (The managing body is going to be replaced in this days). Taking in account the site characteristics and it's potentials in urban and regional scale, the water dimension of this challenge met the needs expressed by craftsmen, economic operators, the scientific sector, associations and individual citizens, to recover the rich cultural heritage linked to navigation in the lagoon. A potential development asset actually in danger of extinction.
<b>Aims and objectives</b> (max 5 lines)	Improve the cultural and tourist profile of the site and its broader territorial context. Rediscover the mainland aquatic dimension Create a widespread cultural proposal in the Venice area, inserted within international cultural and museum networks giving the lagoon a sustainable development perspective.
<b>Timeframe</b>	The activities started in 2009. The current layout was set up in 2013.
<b>Budget and source of financing</b>	The ordinary management doesn't have a specific budget. (Until 2015 the management was in charge of the fortress management staff) 220.000 € public grant was awarded in 2012 for research and dissemination activities and layout improvement.
<b>Human resources</b>	The fortress management provided the project coordinator and communication support. A great help is provided by volunteer associations, experts and craftsmen.
<b>Activities</b> (max 5 lines)	Besides the usual museum activities (opening of the permanent exhibition, guided tours, temporary exhibitions, study and research, conferences, initiatives in partnership with other museums or local, national or international cultural organizations) it offers the opportunity to experience the Venetian rowing aboard a traditional boat in the lagoon. At least, laboratories are activated for the boats restoration.
<b>Success factors</b> (max 5 lines)	The main success factors are the support of the scientific community and the strategic location. Other success factors are the strong interdependence between the museum, local authorities, civil society and SME.
<b>Results</b> (max 5 lines)	Preservation and enhancement of an original collection unique specimens in danger of destruction. Opening of the first museum dedicated to traditional work boats of the Venetian lagoon. Publication of a book for its presentation. Establishment of a key scientific committee. Development of an international network. Planning and testing of an economic development process based on sustainable exploitation of heritage, environment and local traditions, with the involvement of citizens, associations, companies, institutions. Craft production activities initiation.
<b>Partners</b> (name of the project owner and main project partners listed)	Marco Polo System geie City of Venice Associazione Arzanà Associazione Remi Forcole e Vele al Forte Veneto Region A.M.M.M. Mediterranean Maritime Museums Association I.S.T.I.A.E.N. Italian Institute for Naval Archaeology and Ethnography Associazione El Felze Associazione Amici della Sanpiero
<b>Project website</b>	(under construction)
<b>Contact person</b>	Andrea Bonifacio andrea bonifacio < <a href="mailto:andreabonifacio@yahoo.it">andreabonifacio@yahoo.it</a> >

# ITALY

## Pensplan

**Background and rationale (max 7 lines)**

Since the 1990s the public pension system has undergone several reforms, which will decrease public pensions in the future. To close eventual gaps, citizens are encouraged to consider a private pension scheme. With the initiative Pensplan, the Region Trentino-Alto Adige/South Tyrol supports its citizens in building a private pension scheme. For its implementation, the Region established the Pensplan Centrum S.p.A.

**Aims and objectives (max 5 lines)**

The aim of Pensplan is to have a major possible part of the population joining a private pension scheme. As a result of the success to date, Pensplan is broadening its original focus on private pension schemes towards other aspects of welfare, including health, housing and work. The objective is to meet the needs of citizens during different phases of life. A concrete example is a home-buyer saving scheme which was introduced in 2015. Members of a pension fund are eligible to apply for a bank mortgage at a fixed interest rate of 1.5%.

**Timeframe**

Since 1997, ongoing.

**Budget and source of financing  
Human resources**

EUR 258 million from the Region Trentino-Alto Adige/South Tyrol.

80 employees.

**Activities (max 5 lines)**

Pensplan and its partners provide primarily information and advice. To this end, 118 information desks – so-called Pensplan Infopoints – were established. Additional support is provided for members of a pension fund in the case of difficulties, such as the continuation of contributions in case of the member's loss of employment or free legal assistance in case of a shortfall of the employer's contribution. Pensplan carries out all administrative and accounting services for pension funds for free. This lowers their need for personnel and thus lowers the membership fees for citizens.

**Success factors (max 5 lines)**

Free, non-binding and neutral information and advice. Local network of contact persons in the Pensplan Infopoints. Bi-lingual services which respond to German-speaking population groups of the Autonomous Province of Bolzano-Bozen. Awareness amongst citizens that Pensplan is a public institution.

**Results (max 5 lines)**

Across Italy approximately 30% of employees joined a private pension scheme. In the Region Trentino-Alto Adige/South Tyrol this share is much higher – every second employee joined a private pension scheme. In January 2016, the four pension funds located in the Region have 190.919 members. These figures clearly demonstrate the results of the good information and advice work of Pensplan.

**Partners (name of the project owner and main project partners listed)  
Project website**

The Region Trentino-Alto Adige/South Tyrol, the Autonomous Province of Bolzano-Bozen and the Autonomous Province of Trento are shareholders of the Pensplan Centrum S.p.A.. Other partners are trade unions and employer associations which have established Pensplan Infopoints.

[www.pensplan.com](http://www.pensplan.com)

**Contact person**

Gerhard Unterkircher, Vice CEO Pensplan Centrum S.p.A.

# ITALY

## Tocati - International Festival of Games in the Streets

**Background and rationale**  
(max 7 lines)

Tocati - International Festival of Games in the Streets is a cultural event, unique in Italy, conceived and promoted by Associazione Giochi Antichi (AGA) in cooperation with the Municipality of Verona – Cultural Department. To play during Tocati means repossess the public spaces to better live the city and give value to the cultural traditions since it opens new perspectives on the use of urban spaces and the link between the city and its surroundings while giving new impulse to the local economic development. Reaching the 14th edition, Tocati offers, with a well-established formula, the opportunity to take part in games of different kind and origin, carefully selected for their ludic quality and the historical and cultural heritage they testify. Tocati, that in 2015 registered 300,000 attendees in four days, is an event strongly growing up also for the quality of the offer and the relations' network, both on the local and the international level.

**Aims and objectives**  
(max 5 lines)

To promote the game culture (traditional sports and games were declared as Intangible Cultural Heritage by UNESCO in 2003)  
To repossess the public spaces.  
To encourage the dialogue between cultures through traditional games, but also music, dances, food etc.

**Timeframe**

Tocati has been organized once a year since 2003 the third weekend of September (in 2016 will be the XIV edition from 15th to 18th of September).

**Budget and source of financing**  
**Human resources**

Around 260,000.00 euro. Financial sources are public and private.

A board/steering committee made by 7 volunteers  
2 employees + 1 person for 5 months  
Around 10 trainers for 3 months + other 10 for two weeks  
1 person responsible for International PR  
1 press office  
Other co-workers  
Around 500 volunteers  
Around 700 guests (players, musicians, dancers, lecturers and other institutional guests)  
Around 300,000 attendees  
The Festival takes place in the city centre of Verona (220,000 sq.m.) giving space to the commercial activities there located to increase their business (bars, restaurants, stores etc.).

**Activities**  
(max 5 lines)

Traditional sports and games, from the Guest of honour and from Italian regions, board games, urban games, game laboratories;  
Events: unique moments within the Festival;  
Sounds and tastes: one stage dedicated to the Guest of honour, one to Italian traditional music; three spaces to eat traditional dishes;  
Conferences and expositions: conferences, tales, theatre, cinema, expositions and installations;  
International Forum of Game Culture: Auditorium, the Festival bookshop, SIMBDEA, ethnographic Italian and International museums, Fondazione Benetton Studi Ricerche;  
Side projects: projects organized in cooperation with private partners.

**Success factors**  
(max 5 lines)

Tocati is good for the territory: it is being confirmed as an event with a strong international relevance, it reaches a wide audience, coming from Italy and abroad, and offers to Verona a key role in the cultural-ludic field.  
Tocati is good for the audience: it is completely for free and promotes quality of life and wellbeing. Moreover it takes place in a context with an uncontested beauty: the historical city centre of Verona where the audience becomes actor instead of spectator.  
Tocati is good for the institutions: it is an event still growing up that offers relevance and visibility among a sensitive, curious, culturally lively audience. It is related to positive concepts: game, valorisation of the traditions, smart use of urban spaces, quality of life, environment care, sustainable development. It develops and gives value to the relation between generations while giving particular attention to the young people to teach the valorisation of tangible and intangible cultural heritage (in 2003 UNESCO declared traditional sports and games as Intangible Cultural Heritage).

**Results**  
(max 5 lines)

AGA obtained, in 2015, the international standard ISO 20121, a management system standard designed to help organisations to improve the sustainability of their event related to activities, products and services. This road has demanded a great effort for the creation of a management system for the Festival that has allowed the measurement and reduction of economic, social and environmental impacts and that has defined a way to continuously improve in time, assuring the conformity to a policy of sustainable development.  
In 2015 AGA has been delegated by the AEJeST (European Traditional Sports and Games Association) – accredited NGO by UNESCO (2003 Convention) to represent it in UNESCO offices (e.g. General Assembly, Intergovernmental Committee)  
Numbers from the last edition (2015)  
300,000 – attendees in four days (40% coming from Northern Italy)  
410 - volunteers  
20 – Italian games (more than 85 players hosted)  
16 – internships with students from two universities of Verona  
15 – conferences in which 62 relators have taken part

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- 14 – Catalan games (more than 150 players hosted)
- 12 – speeches at the Auditorium of the Forum of Game Culture
- 11 – Catalan and Italian musical groups (more than 65 musicians and dancers hosted)
- 8 – teams playing at the International tournament of Lippa coming from Catalonia, Croatia, Italy (Mede, Milano, Verona), Romania, Slovenia, Sri Lanka, with more than 40 players
- 4 – workshops about ecology
- 3 – exposition related to the game (from the Generalitat de Catalunya, Fondazione Štěpán Zavřel from Sàrmede (Treviso, Italy), Internationale Jugendbibliothek from Munich)
- 2 – European museums coming from Portugal and Spain

**Partners  
(name of the project  
owner and main  
project partners  
listed)**

Tocati has built a network made up by more than 100 partners (118 among private and public) comprising Veneto Region, Province of Verona, Municipality of Verona, Chamber of Commerce of Verona, University of Verona, AEJeST (European Traditional Sports and Games Association), ITSGA (International Sports and Games Association), Verona fair, Verona airport, several foundations, associations, museums and private partners (Deutsche Bahn, Zuegg, Vodafone, Hape, Grandi Stazioni...)

It also has the patronage of the Ministry of agriculture and forestry, UNICEF and Touring Club Italiano. Every year, according to the guest of Honour, Tocati is organized with its institutions (Ministry of Foreign affairs, Ministry of culture and/or sport, Consulate, Embassy, Tourism board, Culture Institute etc..)

**Project website**

[www.tocati.it](http://www.tocati.it)

**Contact person**

Simona Puggioni – [segreteria@associazionegiochiantichi.it](mailto:segreteria@associazionegiochiantichi.it) – 0039 045 8309162; 0039 346 8083194

## ITALY

## The Hub Trentino Suedtirolo s.c.

<b>Background and rationale</b> (max 7 lines)	The Hub Trentino Suedtirolo s.c. is a cooperative with 11 associates and 9 staff. It's the second node of the network of Italian Impact Hubs and the first network node born and grown in a non-metropolitan area; it's a company respected and nationally recognized on its specific areas of intervention. The Cooperative has established the accelerator Impact Hub Rovereto in 2010 (part of the Global Impact Hub Network): a space where entrepreneurs and freelancers can explore new business opportunities by developing innovative ideas and strengthening their network. A second operating branch located in Trento has been inaugurated in 2014. Checked the positive feedback from its position, we decided to open in 2015 a larger new structure in Trento. Impact Hub operates mainly in Trentino but an increasing share of turnover regards neighboring regions.	
<b>Aims and objectives</b> (max 5 lines)	The company's activities focus on business development, especially in areas with high social impact with special attention to ecosystem generative of new entrepreneurship.	
<b>Timeframe</b>	Date of establishment: 2010	
<b>Budget and source of financing</b>	Forecasted Revenues (2016): 286.740 € Source of financing: 1. Education 23% 2. Tutoring and private service 22% 3. Membership 21% 4. Other projects 17% 5. Programming 8% 6. Event organization 6% 7. Booking 2%	
<b>Human resources</b>	Number of employees: 10 Paolo Campagnano: Co-founder and president Jari Ognibeni: Co-founder and member CDA Dalia Macii: Co-founder and executive director Simona Zelli: European Project Manager Andrea Cuoghi: Administration and Community Host	Alessio Salvetti: Associate of Hub Rovereto Stefania Costa: Communication & Press Office Federico Zappini: Project manager and social activator Sara Carmagnola: Host for DesioLab Program Nicolò Bertolini: Acceleration Host
<b>Activities</b> (max 5 lines)	Activities: Community building coworking supporting startup	strategic advice training Project Planning Design, implementation and management of projects
<b>Partners</b> (name of the project owner and main project partners listed)	BUSINESS PLAN – CLIENT: Muse TrentinoSviluppo Fondazione Bruno Kessler Euricse Provincia Autonoma di Trento Casse Rurali Trentine  MEMBERS: Thread Solutions Natourism Analogo OpenJobMetis Anteo Dadattilo	Iris Network Fondazione Cariplo Fondazione Housing Sociale Formazione Lavoro Banking Care Agenzia del Lavoro CMC Istituto Pavoniano Artigianelli  Belka Reputeka Archipaglia Cleanergy SchatzItaly TaiSolutions
<b>Project website</b>	<a href="http://rovereto.impacthub.net">http://rovereto.impacthub.net</a>	
<b>Contact person</b>	Dalia Macii	

# ITALY

## Voilà®: Inclusive Communication & PPPs' Innovation

**Background and rationale**  
(max 7 lines)

VOILA' is an inclusive communication project, created by De-LAB together with private companies and ENS (Italian National Deaf Association), which engages deaf and hearing people in designing online video-tutorials raising the awareness about "Enjoying Life Quality". VOILA' targets firms or institutions willing to promote Social Innovation through online video productions. To do so, VOILA' developed a methodology for aligning Italian Sign Language and Oral Italian Language without using subtitles, thus explaining the same concept, at the same time, in two different languages just showing a deaf person and a hearing person both interacting on the scene. The impact of such video-tutorials is double: first, disabled and non-disabled people are both protagonists and use just their own language to explain things; second, every digital user (no matter his/her physical condition) can understand, hence, the online public is fully integrated, avoiding the so called "ghetto effect" typical of communication projects addressing only a niche web-audience.

**Aims and objectives**  
(max 5 lines)

The aim of the project is to create awareness on the theme of "Enjoying Life Quality" shaping video-tutorials understandable for both hearing and deaf people, which is particularly difficult considered that they have no source of information in common, especially online. Moreover, VOILA' succeeded in developing an original method for aligning Sign Language and Oral Language, thanks to an inclusive and participative project-design methodology. Ultimately, VOILA' managed to align different partners such as famous Youtubers, companies, public entities and education institutions in supporting the project, which has been used for talking about beauty&self-esteem (with a famous Youtuber named ClioMakeUp), food education (with a food company) and human-centered design (with a bank and Children's Museum of Milan).

**Timeframe**

- \*Timeframe considering the making of one single video-tutorial, backstage included:
- 1. Engagement and alignment of actors' needs and expectations u 30 working days
- 2. Linguistic Integration (coding and testing phase) u 20 working days
- 3. Video-making and video editing u 15 working days
- 4. Promotion and Dissemination (Social Media Campaign, Event creation, presentations) u 30 working days before the launch and 15 working days after the launch of the first video

**Budget and source of financing**

Blended governance of private and public funds. Usually, companies support upfront costs whereas public institutions and local stakeholders support variable costs linked to project's promotion and dissemination.

**Human resources**

One video-director, one Sign Language Interpreter, two cameramen, one actor/actress (deaf), one actor/actress (hearing), one scenery assistant, one prompter.

**Activities**  
(max 5 lines)

1. Contact a company to present a script interesting to their field of expertise.
2. Engage a VIP/testimonial and relevant local stakeholders and agree with them on the project conditions.
3. Plan and organise project activities and tasks, together with disabled associations (in this case ENS) donors and public institutions.
4. Execute project activities and tasks as planned.
5. Promote and disseminate the video-tutorial(s) including it within a socially-oriented campaign against social exclusion based on disabilities.
6. Monitor and evaluate project performance based on established KPIs.

**Success factors**  
(max 5 lines)

1. VOILA' s design phase implies innovative design thinking methods, which is why the format has been registered to constantly guarantee its transformative impacts amongst the engaged stakeholders.
2. Disabled people are massive online users willing to participate more deeply in digital initiatives. This guarantees a relevant project's buy-in on behalf of its primary beneficiaries.
3. VOILA' creates partnerships between private and public actors dealing with inclusive communication. This allows to experiment PPPs and test them in the field of web communication, where such partnership are particularly innovative.

**Results**  
(max 5 lines)

1. VOILA's script derives from the phonetic alignment of oral and sign languages, so it is a unique example of linguistic co-creation stemming from the inclusive interactions between disabled and non-disabled people.
2. VOILA's video-tutorials are perfectly understandable by an integrated public (e.g deaf and hearing online users), which doubles the possibility to share messages related to social issues amongst all online users.
3. VOILA' represents a tangible result of the interactions between public and profit actors, ultimately concurring to Corporate Social Responsibility initiatives as well as to communication campaigns promoted by civic institutions to overcome social barriers between disabled and non-disabled citizens.

**Partners**  
(name of the project owner and main project partners listed)

De-LAB u project owner  
 National Deaf Association (ENS) u project's technical partner  
 Clio Zammatteo (aka: ClioMakeup) u project's main testimonial for the topic of beauty and self-esteem amongst disabled people  
 Children's Museum - Milan u logistic partner  
 Our company partners/donors, so far:  
 Food sector: Matilde Vicenzi S.p.A  
 Bank sector: BNL/BNP-PARIBAS

**Project website**

[www.voila.delab.it](http://www.voila.delab.it)  
 FB page: "Voilà - di che cosa vuoi parlare oggi?"

**Contact person**

Dott.ssa Lucia Dal Negro  
 De-LAB founder and coordinator  
 +39.347.1668990

## ITALY

## Distretti Culturali – Cultural District

<b>Background and rationale</b> (max 7 lines)	The project “Distretti Culturali” is Fondazione Cariplo’s brainchild to promote cultural heritage and economic growth in Lombardy. The term Distretto Culturale - ‘Cultural District’ denotes a cultural and creative cluster, with a strong effort on governance for material and immaterial cultural heritage, acting to enabling local development. Key words of this project are: culture, landscape, tangible and intangible heritage, local development, large and efficient partnerships, active and dynamic governance, cultural and social innovation, PPC (Preventive and Planned Conservation), capacity building, local empowerment, network capability and efficiency. The project Distretti Culturali is mainly focused on management strategy and governance, with a long term vision and a virtuous integration between conservation and heritage enhancement, cultural innovation and local growth.
<b>Aims and objectives</b> (max 5 lines)	Contributing to local economic and cultural growth: <ul style="list-style-type: none"> <li>• strengthening governance</li> <li>• promoting and renewing cultural heritage</li> <li>• sparking and fuelling business innovation in creative, cultural and tourist industries</li> <li>• facilitating growth of new forms of entrepreneurship to diversify local economy</li> <li>• connecting cultural values with business opportunities</li> <li>• involving different professional communities in the process</li> </ul>
<b>Timeframe</b>	2005-2015- on going
<b>Budget and source of financing</b>	Fondazione Cariplo’s grant, up to €20 million, matched by 40 millions funds from local/regional sources, national funds (Culture’s Ministry), EU funds
<b>Human resources</b>	Steering committee composed by Fondazione Cariplo, and economics, governance, law and PPC experts; project management committee by Fondazione Cariplo, with governance coaches, monitoring, financial and auditing experts; communication experts. Multidisciplinary team for each District composed by the main partners, their networks, different consultants and experts and, shortly, more than one hundred organizations (social and cultural enterprises, Ngo’s, Local Government Institutions, policy managers and civil servant, etc)
<b>Activities</b> (max 5 lines)	In the following areas: <ul style="list-style-type: none"> <li>_ Preventive and Planning Conservation to take care and strengthening cultural heritage</li> <li>_ Strategic planning, to improve promotion, communication and accessibility of the cultural heritage and to enforce a unique strategic position for each District</li> <li>_ Acceleration and incubation programme to promote the launch and the growth of new social and cultural/creative enterprises</li> <li>_ High and excellent education, carried-out by cultural institutions and university faculties, finally joined, in order to create specialized high quality education hubs, to promote research and training and to attract international audience and students/researchers (especially in violin making and conservation, or in PPC)</li> <li>_ Professional community engagement, with a strong effort on innovation and art research, transmedia communication and storytelling, contemporary culture and artistic production, renewed artisanal production</li> </ul>
<b>Success factors</b> (max 5 lines)	Multi stakeholder and multi disciplinary networks; strengthened and adaptive governance; renewed artistic and communication languages; new cultural and creative hubs born in the “so called” peripheral areas of Lombardy; network empowerment; new capability dissemination in the different professional communities involved in the process.
<b>Results</b> (max 5 lines)	123 projects fully realised, more than 100 different organizations involved, 3035 enterprises and firms (from various sectors) involved in Districts activities, generating 54 millions euro (not considering the spillovers and benefits for the economic system of each District)
<b>Partners</b> (name of the project owner and main project partners listed)	Valle Camonica Mountain Community (main partner), Monza e Brianza Provincial Administration (main partner), Cremona Provincial Administration (main partner), Cremona Municipal administration (main partner from 2015) Consortium of municipalities in the Mantua Po River Area (main partner), Gonzaga Palaces Association (main partner), Sondrio Local Development Foundation (main partner). More than 60 Municipal Administrations; Brescia, Mantua, Sondrio Provincial Administrations; Mantua Municipal Administration, Mountain Communities; Italy’s Ministry for Culture and Heritage, Mibact and Mibar. BIM Consortium; Valtellina Consortium; Consortium of Mantua Agro-tourism Establishments; Banca Popolare di Sondrio, Gruppo Credito Valtellinese; Agro-food District; A2A; Chambers of Commerce; Confederation of Italian Industry; CNA (National Association representing Italian artisans and SMEs); Assimpredil-ANCE (National Association representing Italian building contractors and construction-related firms); Craft Training Organizations. Stradivari Foundation; Polytechnic University of Milan,; Pavia University Musicology Department; Pavia University; Research and Training Institutes. Music and performing arts foundations and associations; Libraries and Museums Networks; Cultural organizations. Other players involved in the project.
<b>Project website</b>	<a href="http://www.distretticulturali.it">www.distretticulturali.it</a>
<b>Contact person</b>	Alessandro Rubini <a href="mailto:alessandrorubini@fondazionecariplo.it">alessandrorubini@fondazionecariplo.it</a> Noemi Satta <a href="mailto:satta.noemi@gmail.com">satta.noemi@gmail.com</a> <a href="mailto:ctrentini@reggedeigonzaga.it">ctrentini@reggedeigonzaga.it</a> <a href="mailto:sergio.cottipiccinelli@cmvallecamonica.bs.it">sergio.cottipiccinelli@cmvallecamonica.bs.it</a>

# ITALY, FRANCE, BULGARIA, ESTONIA, CROATIA CYPRUS

## POPEYE – Promoting Organic Production, Enhancing Youth Employment

**Background and rationale**  
(max 7 lines)

The recent economic crisis has increased youth unemployment and precariousness and it has reduced possibilities for young people to receive a valuable education and to yearn for their professional affirmation. Consequently, the number of those who are not engaged in education, employment or training activities (the so-called "NEET") has significantly increased in the last years, determining a widespread condition of social exclusion among young people. This fact is even more serious if we consider that youngsters should be the most dynamic and active component of the community, providing new energy and fresh ideas to the labour market and stimulating innovations in the society in general.

**Aims and objectives**  
(max 5 lines)

The aim is to involve disadvantaged youngsters from rural areas in their territories' life, by providing young people with a deep understanding of their areas' economic and environmental demands and problems and of their potential role in local public life. At the same time, POPEYE will meet the needs of the communities and youth the project is addressed to, by enhancing rural sustainable development through the promotion of organic farming while educating youngsters in environmental protection and providing them with professional contacts with local organic farmers.

**Timeframe**

January 2013 – March 2014

**Budget and source of financing**

Youth in Action programme: 96 515,00 Euros  
Consortium's resources: 41 365,00 Euros  
Total budget: 137 880,00 Euros

**Human resources**

12 persons worked on the project

**Activities**  
(max 5 lines)

1. Preparatory Activity; 2. Educational Activity (5-days' educational event: 2 days of seminar on youth participation in public life and 3 days of training on ICT and digital mapping); 3. Digital mapping ( the selected participants contacted the organic farmers of their geographical area); 4. Development of the website; 5. Local dissemination events & promotion of the website among potential users; 6. Final international event; 7. Dissemination and evaluation

**Success factors**  
(max 5 lines)  
**Results**  
(max 5 lines)

The success factors have been: organic production is a topic of interest to youngsters and favours their participation; the group age 15-25 is particularly enthusiastic to participate in transnational activities; the capacity of the project to work concretely on the ground by getting into direct contact with organic producers and getting to know more about their work; the mapping of internship opportunities in the organic field has given an evident tool to be used at the end of the project.

**Partners**  
(name of the project owner and main project partners listed)

The success of the project has been evaluated on the basis of the number of youngsters reached (more than 100 youngsters directly contributed to the project); the number of organic farmers mapped (more than 50 contacted); by the quality of the webpage developed by youngsters (all groups were able to insert the data gathered on the ground onto their webpage in user friendly manner); by the internship opportunities identified in the organic field (more than 10) and by the interaction in the transnational activity.  
ALDA – the European Association for Local Democracy  
Foundation for Organic Agriculture Bioselena (FAO Bioselena), Bulgaria  
Cyprus Organic Farmers Association (COFA), Cyprus  
Mittetulundusühing Ethical Links (MTU Ethical Links), Estonia  
Local Democracy Agency Osijek, Croatia  
Region of Istria, Croatia  
Municipality of Brindisi, Italy  
Unione dei Comuni "Alto Calore", Italy

**Project website**

<http://www.popeye-alda.eu>

**Contact person**

Aldo Xhani  
ALDA – the European Association for Local Democracy  
Coordinator of the Citizenship Programme

# SCOTLAND

## PAISLEY – HERITAGE ASSET STRATEGY

<b>Background and rationale</b> (max 7 lines)	Paisley's Heritage Asset Strategy aims to "tell the story" of Paisley's proud past to visitors from around the world. Paisley was a very important centre for textile production in the 19th century with almost 100 thread making businesses at its peak. The pattern that emerged on its shawls exported the name of the town around the world – the Paisley Pattern. The town has suffered from a post-industrial legacy. Fortunately Paisley has held on to a large number of its cultural assets including the finest collection of Paisley Shawls in the world. The town centre has more than 120 listed buildings, including the medieval Paisley Abbey, the second highest concentration in Scotland (with only Edinburgh having more).
<b>Aims and objectives</b> (max 5 lines)	<ul style="list-style-type: none"> <li>• Regeneration of Paisley as a place and to encourage greater visitor numbers;</li> <li>• New museum developed as international-class destination, featuring textiles heritage - regeneration flagship project;</li> <li>• Potential new arts and theatre spaces and Design Centre to support existing cultural assets;</li> <li>• Explore the potential for UNESCO World Heritage Site status;</li> <li>• Restoration of some of Paisley's outstanding built heritage;</li> </ul>
<b>Timeframe</b>	10 – 15 years
<b>Budget and source of financing</b>	Different sources of funding including public, private and social enterprises. Regeneration Strategy supported by national government and government agencies.
<b>Human resources</b>	Implementation co-ordinated by Council's Regeneration Team with assistance from multiple stakeholders including property owners, cultural organisations, businesses and voluntary groups
<b>Activities</b> (max 5 lines)	<ul style="list-style-type: none"> <li>• Urban regeneration</li> <li>• Re-telling the story of Paisley's illustrious heritage</li> <li>• Re-establishing a manufacturing community in the town</li> <li>• Developing town as host venue for national events</li> </ul>
<b>Success factors</b>	<ul style="list-style-type: none"> <li>• Economic benefits – jobs, visitor spend, etc</li> <li>• Increased community cultural and economic capacity</li> <li>• Refurbishment of vacant historic buildings with new sustainable uses</li> <li>• More positive perception of Paisley</li> <li>• Increases in private sector investment</li> </ul>
<b>Results</b> (max 5 lines)	<ul style="list-style-type: none"> <li>• Largest youth theatre in the UK (2,000 members)</li> <li>• Refurbishment of vacant historic buildings with new sustainable uses</li> <li>• Restoration of traditional shopfronts and public spaces</li> <li>• Growing reputation for large scale annual events programme</li> </ul>
<b>Partners</b> (name of the project owner and main project partners listed)	<p><b>Renfrewshire Council</b> (local government) – project owner / lead</p> <p><u>Project partners:</u> Property owners; local businesses; national government agencies; cultural organisations; voluntary sector; local residents;</p>
<b>Project website</b>	<a href="http://www.renfrewshire.gov.uk/article/3485/Paisley-The-Untold-Story">http://www.renfrewshire.gov.uk/article/3485/Paisley-The-Untold-Story</a>
<b>Contact person</b>	ALASDAIR MORRISON; HEAD OF REGENERATION; RENFREWSHIRE COUNCIL E: <a href="mailto:alasdair.morrison@renfrewshire.gcsx.gov.uk">alasdair.morrison@renfrewshire.gcsx.gov.uk</a> T: +44 1416184664

# SPAIN

## Vives Emplea: “team empowerment for labour integration”

**Background and rationale**

Exclusion and vulnerability amongst communities has worsened in the context of the crisis that has been occurring in Europe in recent years. Improving access to employment for vulnerable people can increase the resources needed to meet personal and family needs, ensure a decent standard of living and provide access to social protection.

Consequently, increasing the employability of people is a priority for the European Union. Specifically, the principal objective of “The Europe 2020 Strategy for intelligent, sustainable and inclusive growth” is finding employment for 75% of the working- age population aged between 20 and 64. In order to fight vulnerability, it is necessary to incorporate inclusive approaches into employment programmes.

**Aims and objectives**

The aim of the project is to encourage the development of social and employment skills amongst people at risk of social inclusion, thereby facilitating access to the professional world and improving their employability.

It will be achieved through an innovative personalised methodology for each jobseeker with support from a job searching team. The project also promotes team work processes, instead of specific individual attention, in order to empower people and multiply employment opportunities. This methodology has been recognised as a good practice by European Social Fund and DG Region from UE.

**Timeframe**

From the former programming period ESF 2007-2013: January 2013 – December 2015. For the current programming period ESF 2014-2020: January 2016 – October 2019.

**Budget and source of financing**

Budget for former programming period 2007-2013: 862.638,27€.

Budget for current programming period 2014-2020: 6.094.800 €.

Sources of financing: European Social Fund. Private funding. Public funding from national and local governments.

**Human resources**

The professional profiles are set at two levels: a coordination team and technical teams. Within the technical teams the profile required is: “Coach-coordinator for the employment program”.

**Activities**

Vives Emplea: is a program that consists in the creation of a working team of unemployed people at risk of exclusion, which improve their social skills and skills for employment through: teamwork sessions with a coaching approach, individual coaching sessions, a labour intermediation program and a corporate volunteer program. Despite, the participants have the leading role of the project performance, a figure of a coach-coordinator is in charge of developing the individualized sessions and guiding the team to achieve its own objectives.

**Success factors**

Transforming effect in the medium and long term that permits to maintain the results: transformation of participants, self-knowledge and strengthening their personal, social and labour skills, find solutions not only to the personal needs of the participants, but also to the realities and needs of the immediate environment, relations with the world of work, discovering of new ways to employability, collaboration with companies and partners.

Multiple alliances system with public and private actors, private companies, private foundations and other social entities consolidated in the Third Sector in Spain.

**Results**

Since the program began in 2014, 875 people have participated, of which 52% have found a job, 29% have enrolled in professional vocational training courses and 100% have improved their employment skills. The program has been implemented in a parallel way in 8 Spanish Autonomous Communities. The qualitative results are also very significant, in all the teams there has been a change of view as how to deal with different personal and professional situations. Watch the personal testimonies [HERE](#).

**Partners**

Project owner: Acción contra el Hambre.

Main project partners: Employment and Social Affairs Ministry, Social Services Ministry, Public Employment services, local governments, private foundations as Barclays Foundation, La Caixa Foundation and Montemadrid Foundation.

**Project website**

<https://www.youtube.com/playlist?list=PLUQgibAMbpfNif2w8XMCx7sEuotvH4jfl>

<https://www.accioncontraelhambre.org/en/vives-people>

**Contact person**

Luis González Muñoz, Director of Social Inclusion Programs & Decentralized Cooperation.

# SOUTH MEDITERRANEAN COUNTRIES

## Development of Clusters in Cultural and Creative Industries in the Southern Mediterranean

<b>Background and rationale</b> (max 7 lines)	Every year, five million new jobs are needed to ensure social inclusion in the Southern Mediterranean (Algeria, Egypt, Jordan, Lebanon, Morocco, Palestine and Tunisia) these jobs could be created by small and medium enterprises (SMEs), which already account for over 90 per cent of the region's overall employment. However, they need support to become more competitive – in terms of their business, innovation and creative performances. As part of the Euro-Mediterranean industrial cooperation framework, Cultural and Creative Industries were identified as holding high potential for development and job creation.
<b>Aims and objectives</b> (max 5 lines)	The objective of this project is to support the development of 14 clusters of creative and cultural industries of the region – that is to say geographic concentrations of interconnected companies and institutions in a particular field, which encompass an array of linked industries and other entities important to competition – to develop the creativity of their firms, their design and production capacities, as well as their organizational and marketing capacities to improve their market access.
<b>Timeframe</b>	2014-2017 (48 months)
<b>Budget and source of financing</b>	5,6 million euros including EUR 5 million from the European Union and EUR 0.6 million from the Italian Development Cooperation
<b>Human resources</b>	UNIDO project management team, International Cluster experts and Designers, National Cluster development agents
<b>Activities</b> (max 5 lines)	Mapping of Clusters in the Region; Cluster formation – i.e. bringing all actors of the value chain together and defining a common vision/strategy towards developing a joint business plan; Product improvement – a team of design experts started to work with selected companies of each cluster to improve their produce and their production processes while highlighting their cultural heritage; Market access; Communication
<b>Success factors</b> (max 5 lines)	Sound market oriented methodology build on 7 steps: 1) mapping of clusters; 2) Issuance of a competitive call for proposal and selection of 14 clusters; 3) Analysis and diagnostic of clusters and benchmarks of their industries; 4) Identification of markets and business linkages; 5) Elaboration of a private sector-driven strategic vision and plan of action for each cluster; 6) Set-up of a governance structure and implementation of the action plans; 7) Building resilience through a creative ecosystem, relying on key institutions: Academia institutions/Universities, Design schools, Private sector associations; Financial institutions, Museums and NGOs, National ministries and other public institutions
<b>Results</b> (max 5 lines)	Completion of a mapping of 144 clusters in the creative and cultural industries in 7 beneficiary countries of the South Mediterranean; 292 firms and 200 craftsmen and workshops already engaged in the clusters High participation of women and youth in the project; More than 55 institutions engaged: 16 Academia institutions/Universities; 17 Private sector associations; 9 Financial institutions; 8 Museums and NGOs; National ministries and other public institutions; 56 studies, analysis, assessments conducted; 98 Training, workshops and workgroups conducted reinforcing the capacities of 2500 participants
<b>Partners</b> (name of the project owner and main project partners listed)	United Nations Industrial Development Organization (UNIDO); European Commission (DG NEAR); Italian Development Cooperation; Union for the Mediterranean (UfM)
<b>Project website</b>	<a href="http://www.medcreative.org">www.medcreative.org</a>
<b>Contact person</b>	Mr. Olivier Stoullig, International Coordinator, <a href="mailto:o.stoullig@unido.org">o.stoullig@unido.org</a>

## UNITED KINGDOM

## Local Urban Interaction on Green Indicators

**Background and rationale**

The effective implementation of green indicators and other policies to promote environmental sustainability depends on a host of non-technological factors. These include well-designed and implemented communication with stakeholder groups, and effective feedback loops to seek response to new initiatives and implement findings. Phase 1 of this project has developed a methodology for implementing this in building projects – schools, offices, supported care facilities – and residential stock held by social housing providers. Development partners have included Aragon Housing Society, Creative Exchange, the Papworth Trust, and Hundred of Hoo Academy. Additional support has been provided, under the Retrofit for the Future and Building Performance Evaluation programmes, by the Technology Strategy Board/InnovateUK.

**Aims and objectives**

We aim to extend the interaction methodology we have developed for user engagement with occupants of specific buildings (or tenant groups) to look at initiatives on the urban scale. At the same time, we will build a community of local partners interested in the application of this technique to indicators and standards for Future Cities.

**Timeframe**

Phase 1: 2010-2015; Phase 2: 2016-17

**Budget and source of financing**  
**Human resources**

Partnership funding.

Secretariat staffed by Cambridge Architectural Research Ltd. and multi-disciplinary team of experts including social scientists, energy and transportation analysts, building designers, engineers, mathematicians and urbanists.

**Activities**

The methodology developed during Phase 1 comprised user engagement exercises including semi-structured questionnaires and pre-testing of surveys with selected groups of respondents, followed by data collection through a variety of face-to-face, computer based or online surveys. Results were then presented to development partner to support their decision making. Phase 2 extends this through workshops and discussion meetings with urban stakeholder groups and other interested parties.

**Success factors**

Success of the technique relies on careful targeting of issues to be explored with the participant group, step-by-step application of the methodology for each application, and appropriate and responsive choice of engagement style.

**Results**

Results of surveys already conducted have provided our development partners with user engagement strategies that complement physical interventions to improve the sustainability of the built environment. They answer specific issues, such as the most effective design of environmental control interfaces, and support ongoing programmes of activities to maintain pro-environmental behaviour.

**Partners**

Consortium co-ordinated by Cambridge Architectural Research Ltd.

**Project website**

[www.carltd.com](http://www.carltd.com)

**Contact person**

Dr. Helen Mulligan: [hm@carltd.com](mailto:hm@carltd.com)

# UNITED KINGDOM

## Citizen Entrepreneurship and the Social Physics of Innovation for Local Social Development

### Background and rationale

Traditional economic and social development needs entrepreneurial approaches to overcome the malaise of stagnant growth, poor levels of creativity, and institutional sclerosis that characterise our economies and societies today. Yet entrepreneurial activity remains a circumscribed endeavour among the few. We believe one of the main reasons for this is the lack of understanding of the significance of inclusive entrepreneurial activity as economic, social, cultural and personal value creation across a range of economic and social activities. Integrated value creation through new ventures stretch beyond start-ups to involve the social intelligence of citizens networking with public and private organisations to crowdsource and crowdfund solutions to local issues affecting both economic and social development.

### Aims and objectives

The aim of the project is to help citizens and economic and social organisations to create new venture solutions to local problems. The objectives are: a) to identify critical economic and social problems in a region through crowdsourcing the social intelligence of citizens and organisations; b) establish integrated projects using big data generated by organisations and citizens; and c) identify laterally organised collective new ventures to solve agreed priorities.

### Timeframe

12 months for initial set-up (recursive) and 36 months for delivery of agreed outputs

### Budget and source of financing

£30,000 for initial start-up and on-going for development phase. Multiple pooled sources for overall strategy development and crowdfunding.

### Human resources

The project involves five main groups: a major voluntary sector organisation; the local authority; the local university; community organisations that provide services in health and social care, housing, refugee settlement and integration; and technology-based firms, which are believed to impact upon the local economy strategically.

### Activities

The main activities include: a) identification of critical problems and the generation of micro-level data related to these issues by organisations and citizens; b) cross-tabulation of data and training to identify priorities for sharing knowledge about problems; c) development of crowdsourcing platforms for mutual learning and to search for solutions; d) deployment of resources and activity plans based on agreed priorities with built-in ex-ante evaluation measures.

### Success factors

The key success factors are: 1) optimising exploration (learning) and engagement (participation) involving up to 60% of identified users and producers within the five core groups; 2) the generation of interactive crowd sourced ideas and the development of an entrepreneurial learning platform 3) the development and deployment of social productivity measures (improvements in actual engagement by citizens resulting in economic outcomes; e.g. numbers of refugee entrepreneurs; numbers of health and social care projects owned and managed by citizens and facilitated by local organisations).

### Results

The project is in its early stages but the first productive outcome includes establishment of multiple stakeholder platforms for entrepreneurial activity in the health and social care sectors. This involves a new training and development programme where formal learning is tested and evaluated by citizens through the creation of learning loops.

### Partners

University of Essex (Essex Business School – The Venture Academy); Colchester Borough Council; PROVIDE, a regional Community Interest Company (social enterprise) delivering a broad range of health and social care services in the community, various local National Health Service trusts and a network of local ICT firms. The project is led by Essex Business School (The Venture Academy)

### Project website

Under development

### Contact person

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# UNITED KINGDOM

## Shifting Cultural Perceptions of CEIAG in Greater Manchester

**Background and rationale**

Recognition across Greater Manchester (GM) that CEIAG was not as effective as it could be in equipping young people with the knowledge they need to compete in the labour market. A UK wide OFSTED report in 2013 which included 14 (out of 60) schools from GM found that 4 out of 5 schools were underperforming in terms of their CEIAG provision. Stronger Together: The Greater Manchester Strategy 2013 outlined a commitment to young residents to offer better access to high quality, impartial, information, advice and guidance to develop sound employment aspirations and make informed education and training choices, including apprenticeships. The role of quality CEIAG and its link to raising awareness of apprenticeship was also aligned to existing City Deal investment and forms an important element of the integrated skills system outlined through GM devolution.

**Aims and objectives**

Influencing the strategic prioritisation of CEIAG within schools and colleges and policy making in general  
 Building the capacity of the workforce in schools and colleges and more broadly  
 Improving the response to employer engagement

**Timeframe**

2013-2016

**Budget and source of financing**

City Deal and ESF funding

**Human resources**

New Economy – Skills & Employment Team

**Activities**

Better Choices, a co-designed leadership programme to shift cultural perceptions, working with senior teachers  
 Inspiring IAG, supporting schools and colleges to achieve the nationally accredited CEIAG award  
 GM Career Point, Labour Market Information and careers related continuing professional development  
 Apprenticeship Ambassadors and Apprenticeship IAG services.

**Success factors**

Outcomes focussed on increasing engagement between young people, employer and learning institutions. Shifting cultural perception of CEIAG and raising the quality of its offer, alongside stimulating demand for apprenticeships

**Results**

50 schools have taken part in the leadership programme.  
 150 schools are working towards Inspiring IAG & 200+ schools have had some engagement with City Deal and IAG (over 85% of all schools)  
 Growing awareness and interest in apprenticeships  
 Stronger partnerships and a strategic framework for action developed

**Partners**

New Economy, CEL Leadership and Change, 10 GM Local Authorities, GM Chamber of Commerce, IAG Provider Base, National Careers Service, Careers and Enterprise Company, Employers

**Project website**

<http://theapprenticeshiphub.co.uk/>

**Contact person**

Nicola McLeod, New Economy, (+44 161 237 4150)  
 Katrina Hann, New Economy, (+44 161 237 4013)

# SPEAKERS' BIOGRAPHICAL NOTES

(IN ALPHABETICAL ORDER)





**Fabio ACHILLI**

is the Director of Fondazione di Venezia. He began his career in 1988 by working in the field of cultural development for Electa/Montadori, and was then appointed consultant for several organisations in the building sector. He was also the coordinator of Visual Arts and Architecture at Venice Biennale. He is a member of various Administrative councils for several financial auxiliaries for Fondazione di Venezia.



**Anna-Maija AALTO**

is in charge of corporate relations and immigrant services at the City of Helsinki since last autumn. At the moment the unemployment issues and new approaches to tackle the problem keep her busy. Having strong background in stakeholder engagement and corporate relations management she underlines importance of wide cooperation and the value of co-creation when searching for new solutions.



**Ugo BACCHELLA**

is the Chairperson and Head of Training of Fondazione Fitzcarraldo, an independent centre for research, training, planning and documentation on cultural, arts and media management, economics and policy that he cofounded in 1999. He works on strategic development, public-private partnerships, cultural advocacy, evaluation and transnational cooperative projects for public agencies, corporations, foundations and arts organisations. He has been active in transnational cultural networks and has undertaken tailored research for international organisations since the 1990s. In 1992, he was appointed as an expert in cultural policies for the Council of Europe. He has been invited to speak at international conferences and workshops in Europe, Asia and Latin America and his work has been published in Italy, Germany, Netherlands, and the United Kingdom. In 1996, he developed the Master of Cultural Projects Management in Turin, which has functioned as a pioneer laboratory for innovation for more than 400 professionals over the years. He later contributed to the establishment of an International Master Course in Management and Innovation of Arts and Cultural Organisations at the University of Bologna, where he is also a Professor of Project Management. He has lectured extensively in Italy and in several other countries.



**Margherita BACIGALUPO**

is responsible for the development of the Entrepreneurship Competence Framework that is led by the Directorate General Joint Research Centre on behalf of Directorate General for Employment, Social affairs and Inclusion of the European Commission. For the past 15 months, she has been identifying and defining the elements that make up entrepreneurship as a transversal competence for all citizens, and has coordinated multiple validation rounds of the framework with experts across Europe. Prior to joining the European Commission in 2015, Ms. Bacigalupo worked in the R&D division of a large multinational food manufacturer. She has a PhD in human robot interaction from the University of Florence, Italy.



**David BAILEY**

an influential business expert on economic restructuring and industrial policy is perhaps best known for his knowledge of UK and West Midlands car manufacturing.

Most recently, David has undertaken European funded research on using foreign investment to upgrade clusters and on industrial and regional policy and the rise of 'phoenix' industries such as the low carbon vehicles cluster here in the West Midlands.

He has also recently worked with SQW Consulting on a project for the Department for Business, Innovation and Skills on developing a framework to assist Local Enterprise Partnerships (LEPs) in responding to economic 'shocks' and restructuring. He has twice chaired the Regional Studies Association, and has acted as a Special Advisor to the House of Commons Select Committee on the West Midlands region, presenting to a number of select committees and All Party Parliamentary Groups. He has also been a Non-Executive Director at University Hospitals Birmingham NHS Foundation Trust from 2006-2013.



**Tiziano BARONE** has been the director of Veneto Lavoro -the Regional Employment Agency of the Veneto Region - since 2015. He has been active in employment policy since the labor reform at the end of the 1990s, especially with regard to the reorganization of public employment services at the regional and local level. He has extensive experience in EU policy and has developed numerous territorial cooperation projects and institutional cooperation with countries acceding to the EU. He has been involved in the management of migration flows through institutional cooperation between the Veneto region and the countries of origin until 2008. Between 2008 and 2015 he has worked for private employment agencies, for which he has been in charge of active labor policies and vocational training. During his experience in the private sector, he has also been a representative for the social partners of the sector and responsible for social dialogue with the institutions.



**Jonathan BARR** is a Policy Analyst working for the Local Economic and Employment Development (LEED) Programme of the OECD. His work has been focused on the role of local labour market policies and skills strategies in fostering economic development. Jonathan coordinates the work of the employment and skills team within the OECD LEED programme, manages the OECD Reviews on Local Job Creation and the OECD's Employment and Skills Strategies Initiative in Southeast Asia, which aims to build the capacity of practitioners in the Southeast Asia Region in implementing effective employment and economic development strategies. Prior to joining the OECD, Jonathan worked for the Ontario government in Canada, where he led numerous policy projects related to employment, skills, and early childhood education, including the development of a provincial skills strategy. He also worked at the Canadian Mission to the European Union in Brussels, Belgium, supporting negotiations for a new Canada-European Comprehensive Economic and Trade Agreement. Jonathan has a Master of Public Administration from the University of Victoria in British Columbia, Canada.



**Alberto BASSI** (Milano 1958) He is a historian and critic of industrial design. He teaches the History of Industrial Design at the Faculty of Design and Arts of the Università IUAV di Venezia, where he is also assistant director of the graduate program in Industrial Product Design. He is an editor of "Casabella", and contributes to many specialized magazines, such as "Auto & Design", and the Sunday supplement of "Il Sole 24 ore", the daily financial newspaper. He is also one of the founders and managing director of the web portal design-italia. He conducts research studies for public and private institutions, as a basis for publications and permanent or temporary exhibits. In particular, he has directed the organization of several design project and company archives. The books he has authored include Giuseppe Pagano designer (with L. Castagno, 1994), Le macchine volanti di Corradino D'Ascanio (with M. Mulazzani, 1999), La luce italiana. Il design delle lampade 1945-2000 (2003), Antonio Citterio industrial design (2004), Design anonimo in Italia (2007)



**Guia BIANCHI** graduated in 2014 with a First Class BA (Hons) with distinction in Spoken Portuguese in Management and Portuguese from the University of Leeds. During her studies in Leeds, she was awarded with two scholarships by the Instituto Camões. As part of her degree, she spent one year in Oporto in 2012. Guia is in the process of completing a joint Master's programme in Innovation Management the University of Trento and the Sant' Anna School of Advances Studies in Pisa. She is currently also doing an Internship at the OECD LEED Trento centre. In April 2016, she will be a member of the student jury at the 64th Annual Trento Film Festival. Her main areas of interest are sustainability, behavioural economics and innovation.



**Franco BIANCHINI** is Professor of Cultural Policy and Director of the Institute for Research on Culture and the Creative Industries at the University of Hull, UK. From 2007-2016 he was Professor of Cultural Policy and Planning at Leeds Beckett University, UK. Franco was appointed in June 2001 by the President of the European Parliament to the selection panel responsible for the designation of Cork as 2005 European Capital of Culture. He acted as adviser to Liverpool Culture Company on the preparation of their successful bid for European Capital of Culture (2003) and on the implementation of 'Cities on the Edge', a project of cultural co-operation between Liverpool, Bremen, Gdansk, Istanbul, Marseilles and Naples (2004-2009). The project formed part of the programme of Liverpool European Capital of Culture 2008. From 2010-2014 he was a member of the team preparing the successful bid by the city of Matera, in Southern Italy, for the title of European Capital of Culture for 2019. His books include *Focus on Festivals* (co-edited with C. Newbold, C. Maughan and J. Jordan, Goodfellow, 2015), *Urban Mindscapes of Europe* (co-edited by G. Weiss-Sussex with F. Bianchini, Rodopi, 2006), *Planning for the Intercultural City* (with J. Bloomfield, Comedia, 2004), *Culture and Neighbourhoods: A Comparative Report* (with L. Ghilardi Santacatterina, Council of Europe, 1997), *The Creative City* (with Charles Landry, Demos, 1995) and *Cultural Policy and Urban Regeneration: the West European Experience* (co-editor, with Michael Parkinson, Manchester University Press, 1993). His research interests range from the role of culture in urban regeneration (with a particular focus on port cities and on European Cities/Capitals of Culture), to cultural diversity and interculturalism as resources for innovation in urban policy, and the development of urban cultural strategies in the context of the current political, economic and environmental crises.



**Andrea BILLI** joined the LEED Trento Centre for Local Development, as Policy Analyst, in 2014 to coordinate a project to support the strategies and initiatives for local economic and employment development in Southern Italian regions through the valorisation of areas of cultural attraction, in cooperation with the Italian Ministry of Culture and Tourism. Since 2001 he has been working at the University of Rome La Sapienza, where he was teaching Development Economics since 2004. From 2009-2011 he was detached at the Presidency of the Council of Ministers as a senior expert in the government task force coordinating industrial crisis and strategic development projects. After a degree in Political Science, he obtained a PhD in Economics of Financial Markets and Institutions (University of Rome La Sapienza) and was visiting research fellow at Duke University – Fuqua School of Business.



**Ania BOURGEOIS** is currently working as an education systems and policy analyst in the Education, Audiovisual and Culture Executive Agency (EACEA), A7, which is coordinating the Eurydice Network, providing information and analyses of European education systems and policies. Entrepreneurship education lies within her main topics of analysis. She has coordinated the production of a first comparative report in 2012 and the one just published in February this year. She has been an active member of both the Thematic Working Group on Entrepreneurship Education and the follow-up group on Transversal Skills, organised by the European Commission. Prior to this, she has been managing the European Voluntary Service of the Youth in Action Programme (EACEA, P6). She also worked Germany for a network of municipalities promoting local sustainable development. Her academic background is a German-French double diploma in social sciences from the Political Sciences Institute in Bordeaux (IEP), France, and the university of Stuttgart, Germany, as well as a Master degree in Sustainable Development from the universities Geneva and Lausanne, Switzerland.



**Luigi BRUGNARO** is an Independent Italian politician, entrepreneur, business executive and the current Mayor of Venice. He is the owner of the Reyer Venezia basketball team, a past chairman of Confindustria Venice and a former president of Assolavoro. Brugnaro also founded Umana, a leading employment sector with 123 offices in Italy and 5 in Brazil that employs over twelve thousand people.



**Giampiero BRUNELLO** has been the Preseident of Fondazione Venezia since 2015. He has previously held roles at Fondazione Venezia as an auditor and an administrative advisor. He has degrees in economics and commerce and has also worked in journalism. From 1971 to 1994, he was involved in a Confcommercio at both the local and national level. Since 1995 he has coordinated the project 'Studi di Settore' to analyse Italian sectors for the Italian Ministry of Economy and Finance, in collaboration with industry groups and artisans. He was appointed the President of the Commission of Sectoral Studies Experts and was also the Managing Director of the Solutions for the Economic System initiative established by the Italian Ministry of Economy and Finance and the Bank of Italy.



**Elena CASOLARI** is the co-founder and Executive President of Opes Impact Fund, the first Italian investment vehicle that aims to close the 'pioneer gap' by targeting early stage social enterprises in East Africa, India and soon Italy. She is also the CEO of Fondazione ACRA, an international non-governmental organization that aims to support inclusive businesses that tackle critical issues at the Base of the Pyramid. Eleanor also sits on the board of directors for the Fondazione Umano Progresso, E&E Ltd., Social Enterprise World Forum C.i.C, and the newly established Social Impact Agenda per l'Italia. She is a member of the Steering Committee of Opportunity Collaboration, a global network of leaders dedicated to building sustainable solutions to poverty. Before entering the social enterprise field, she worked for over a decade as an investment banker for HSBC, Dresdner Kleinwort Wasserstein and Nikko Securities in emerging countries. Elena studied Economics from Bocconi University in Milan and she was a researcher at the Hitotsubashi University in Tokyo for two years.



**Antimo CESARO** is the Undersecretary of State for the Italian Ministry of Cultural Heritage, Activities and Tourism. He has degrees in law and philosophy from the University of Naples Federico II and the Free University of San Pio V and completed post-doctoral research at the Suor Ursola Benincasa University of Naples. From 1999 to 2010, he held roles as lecturer and professor of law and history at the Second University of Naples and is now teaching science, philosophy and political language hermeneutics. Cesaro is a member of the editorial committee for several scientific journals, including Heliopolis, Persona and Metabasis, and research essay series including Il caffè dei filosofi and Percorsi di ermeneutica. He is also a member of the National Council of Cultural Heritage and the IX Commission of Public and Private Employment. He has acted as the Secretary of the Bicameral Commission for Infancy and Adolescence and the Secretary of the Committee for the Election.



**Carlo COMINELLI** graduated with a degree in Philosophy with a specialisation in educational psychology from the University of Pavia in 1994. His research focuses are psychological, intercultural and school counselling. He is particularly interested in prevention and assistance projects and built the counselling system that has been active in the schools of Valle Camonica (Brescia) since 1998. He has also published a number of books about the anthropological and historical traditions of Valle Camonica. In 2001, he co-operated with the Foundation of First Équipe of Cultural and Linguistic Mediation in Valle Camonica and worked with the System of Protection for Asylum seekers and Refugees in Breno in 2004. Since 2008, he co-founded and lead the Cooperativa K-Pax, which manages activities of type A/B. He has actively worked in a variety of community interest projects in Breno, including an initiative ordinary and mental health in conjunction with the Sprar Comune di Breno, and three inter-institutional agreements for the provision of emergency accommodation. He has also been active in trialling different types of social and economic development in Breno through the Cooperativa K-Pax, such as the development of an Eco World Hotel in Breno.



**Giancarlo CORÒ** is a Professor of economics, development and politics at the university Ca' Foscari of Venice. He has also taught at the University of Urbino, the University of Trento and at the Architectural Institute of Venice. He has a PhD in Urban and Regional Planning jointly achieved at IUAV, Milan Polytechnic and Turin Polytechnic, and conducted part of the research at London School of Economics. He has also been a visiting scholar at the Institute for Urban and Regional Development at the University of California at Berkeley. He is a member of the Society for Advancement in Socio-Economics (SASE), the European Trade Study Group (ETSG) and the Global Value Chain Initiative (GVC). He has published many articles and contributed to many journals.



**Susan R. CRANDALL**, PhD, is the director of the Center for Social Policy at University of Massachusetts Boston. The Center for Social Policy investigates the combined impact of public policies and business practices to enhance economic well-being. Previously, Dr. Crandall founded Workforce Results, a consultancy focused on providing technical assistance and evaluation services for philanthropy, employers, and NGOs. She served as the director of workforce innovation at Keystone Research Center, where she led a statewide workforce private funder collaborative, spearheaded the evaluation for the Pennsylvania's nationally recognized Industry Partnerships, and led an evaluation of a hospital job quality talent management initiative. Previously, she was the director of research and innovation at the Crittenton Women's Union, where her research served as the cornerstone for CWU's program, research, and advocacy strategy. Her experience includes 10 years in the private sector where she championed leadership and career development initiatives at Fortune 500 companies including Microsoft and Boeing. Dr. Crandall served on the boards of National Skills Coalition Leadership Council, the Massachusetts Workforce Alliance, and the American Independent Business Association (AMIBA). She served as a visiting scholar at the University of California San Diego and was selected as a Marano Fellow for the Aspen Institute's Sector Skills Academy.



**Marco CREMASCHI**, Professor of Urban Planning at SciencesPo, is an internationally renowned expert in urban policy and the director of the Masters programme in Urban Planning and Design at the Urban School, SciencesPo, Paris. His research is predicated on a comparative approach to large urban projects in cities in different countries. Of late, he has been working on major projects that address the changing spatial organisation of European cities and the consequences on urban policies, including: the dispersion of immigrants in small Italian municipalities; competition between regions and metropolitan bodies in Italy and France; the expectations for an EU Urban Agenda. He has published and edited 12 books and over 140 papers on housing, urban planning, and the impacts of the European Union Programme for Cities. He was the former director of the Masters programme in Urban Design at the University Rome Tre, and has been a visiting professor at IFU Paris, UCL London, Pittsburgh (Fulbright professor), Milan Polytechnic, Bauhaus-Weimar, Cornell, IDS Kolkata, and UNSAM Buenos Aires.



**Roberto CROSTA** is the Secretary General of the Venice Chamber of Commerce since October 2007. In 2005 he was admitted into the register of Secretaries General; before this, he was Vice Secretary General and Keeper of the Business Register. He is also the Coordinator of the board of Secretaries General in Veneto region. He graduated in Economics and Business at Ca' Foscari University of Venice in 1995, post-graduating in International Trade and Top Management. He has a wide experience in the Chambers of Commerce network: from 1993 to 2003 he worked in the Padua Chamber of Commerce and, after a brilliant career, he became a manager of the Venice Chamber of Commerce, Industry, Craft and Agriculture (CCIAA) in 2004. He is also the Director of A.S.Po, the Special Agency of the Chamber for the Port of Chioggia, and the Secretary General of the Chamber of Commerce of Venice and Rovigo Delta-Lagunare, after the merger of the two Chambers (Venice and Rovigo) in July 2015.



**Lucia CUSMANO** is a Senior Economist in the SME and Entrepreneurship Division and Executive Secretary for the Working Party on SMEs and Entrepreneurship (WPSMEE). Ms. Cusmano has a PhD in Economics from the University of Pavia (Italy) and has completed a Master of Science in Economics at Warwick University (UK). She has published extensively in international journals on SMEs, entrepreneurship, innovation, structural change, institutions and economic development in advanced and developing regions.



**Giovanni DA POZZO** has been the President of the Chamber of Commerce for the Udine region of Italy since 2007. He has also been the President of Unioncamere Fvg and the President of the Technical and Scientific Committee of the Cameral Consortium for Credit and Finance. He is a member of the Executive Committee of Unioncamere and the Presidential Committee and has also acted as a Representative Advisor of Confidi Friuli to the Province of Udine. He has also held executive roles with RomeFinpromoter since 2006 and Confommercio Udine since 2002.



**Sergio DESTEFANIS** is a Professor of Economics at the University of Salerno, Italy. He was awarded his Ph. D. from Cambridge University and was awarded the Tarantelli prize for the best paper presented at the 1995 meeting of the Italian Association of Labour Economics, and the Banco di Napoli prize for the most innovative research on the Mezzogiorno economy in 1999. His main research interests are in relation to macroeconomic analysis of the labour market and regional economics. He was formerly a president of the Italian Association of Labour Economics (AIEL).



**Claudio DE VINCENTI** is the Undersecretary to the Presidency of the Council. He is a professor of economics at the University of Rome La Sapienza and also contributes to the online economics newspaper Lavoce.info. In 2011, he was nominated to the position of Undersecretary of the Italian Ministry of Economic Development and he was confirmed in 2013. In 2014, he was appointed the vice minister of Economic Development. He has published many books and essays, such as *Fair, Robust and Sustainable: A Recipe for Europe's Growth* (Roma, Fondazione Italianeuropei, 2011), *Approfondimenti di macroeconomia* (Roma, Carocci, 2003) and others.



**Walter DONDI** is the Director of Fondazione Unipolis. A journalist by profession, he previously worked for more than twenty years for the Italian daily L'Unità. In 1999 he arrived in Coop Adriatica, where he was the Director of Social Policy and Communication. Since 2006 until 2015 he worked for Gruppo Unipol as the Director of Corporate Social Responsibility and Ethics. He is the author of *Bologna, Italia. L'esperienza emiliana e il governo dell'Ulivo* (Donzelli, 1998) and co-author with Pierluigi Stefanini of *Le sfide della cooperazione* (Donzelli, 2008).



**Alain DUPEYRAS** is the Head of Tourism at the OECD (Organisation for Economic Co-operation and Development) and manages the work of the Tourism Committee with the support of governments. The OECD Tourism Committee aims to deepen international co-operation in tourism by helping member and partner countries develop policies that address major challenges faced by the industry, including competitiveness, quality jobs and skills, innovation, sharing economy, travel facilitation and taxation. The Committee also promotes an integrated governmental approach to tourism by developing effective policies for tourism growth and aims to contribute to improved measurement and analysis of tourism services through the assessment of competitiveness indicators and the impacts of tourism at the regional level. Before joining the OECD, Mr. Dupeyras held a post at the French bank for the development of SMEs. He is a visiting professor in tourism policy and tourism economics in various universities.



**Randall EBERTS** is President of the W.E. Upjohn Institute for Employment Research, an independent non-profit research organisation that conducts research on policy-relevant employment and regional economic issues. His primary areas of research interest include job training, education, low-wage workers, and the evaluation of workforce programs. He has recently worked with the US Department of Labor to develop and implement a framework for adjusting national, state, and local performance targets for the workforce system. He has also worked with the OECD on issues related to partnerships between local economic development and workforce development agencies. He has published numerous articles on those topics and has co-authored several books. He earned a Ph.D. in economics from Northwestern University.



**Detlef ECKERT**, Director, DG Employment, Social Affairs and Inclusion. As Director for Europe 2020 & Employment Policies responsible for coordinating the DG's input to the European Semester process, as well as a wide range of policies including: Employment Services & EURES, Skills, Vocational Education Training, Youth, Restructuring and Entrepreneurship. Prior to joining DG Employment, he served as Director in Directorate General CONNECT and Senior Advisor to the Director General of DG INFSO. Experienced also in non-EU environment, Detlef Eckert was Director in Microsoft and worked for the Ministry of Economic Affairs of the Federal State of Bremen (Germany). Born in Germany, Detlef Eckert graduated from the University of Siegen with a degree in Economics. He also obtained a Doctorate in Economics from the same university.



**Werner EICHHORST** studied sociology, political science, psychology and public policy and administration at the universities of Tuebingen and Konstanz where he graduated as Diplom-Verwaltungswissenschaftler in 1995. From 1996 to 1999 he was a doctoral and post-doctoral fellow at the Max Planck Institute for the Study of Societies in Cologne. In 1998, he was awarded his doctoral degree from the University of Konstanz. From 1999 to 2004 he was the project director at the Bertelsmann Foundation, a private think tank in Germany, where he was responsible for comparative analyses of the German labour market and related policy areas ("Benchmarking Germany"). After working with the Institute for Employment Research (IAB) from 2004 to 2005, he joined IZA as Research Associate in July 2005 and became Director of Labour Policy in Europe in January 2014. His main research areas are the comparative analysis of labour market institutions and performance, the political economy of labour market reform strategies and the future of labour. At IZA, he is responsible for the international and European policy-oriented research activities, including EU level employment policies.



**Vladi FINOTTO** is a researcher and professor of business economics and management at the University Ca' Foscari of Venice since 2008. He has developed the trans-media and web strategy for the whole project of United we stand, <http://www.unitedwestand.it>. He has also accumulated experience in consulting activities in knowledge management, web marketing and communication. While obtaining a PhD in Management at the School of Advanced Studies in Venice, he was a Visiting PhD Student, [Massachusetts Institute of Technology](#). He has contributed to many articles and business journals.



**Klaas FOLKERTS** (61) is a strategic advisor for the municipality of Rotterdam in the Netherlands for over 20 years. His main fields of interest are (un)employment and social welfare. At present he is involved in co-creating new approaches towards employment with social enterprises and in proposals on the future of (local) social security in the Netherlands.



**Lutz FRANZKE** (born 1953) graduated from Rostock University with a degree in Latin-American Studies and worked until 2000 at Humboldt-University Berlin. In 2000, he joined the Public Administration at the Borough of Dahme-Spreewald in Brandenburg as the Airport Liaison Officer in order to steer the management of joint Berlin-Brandenburg projects within the EU-Initiative EQUAL and additional 50+-Networks of the Federal Ministries of Labour and Economic Affairs. In 2005, he became Managing Director of the Technology Centre in Wildau until his direct election as Mayor of Königs Wusterhausen in 2009. He represents the Schönefelder Kreuz Growth Core, BADC and Dialogue Forum of the Airport Area BER and has been a key actor in regional LEED projects since 2007.



**Francesca FROY** is a freelance consultant based in London who advises on local employment and economic development policies. Recent projects include an international evidence review of inclusive cities for the Joseph Rowntree Foundation and preparations for the launch of the OECD's Inclusive Cities Campaign. Until July 2015 Francesca was a Senior Policy Analyst in the OECD's Local Economic and Employment Development (LEED) Programme (2005-15) where she coordinated the development of the first biennial publication on Job Creation and Local Economic Development while also co-editing a number of other OECD publications, including 'Designing Local Skills Strategies' (2009) and 'Breaking Out of Policy Silos' (2010). Prior to joining LEED, Francesca evaluated European regional development and employment programmes in Brussels (2001-2005) and worked at Reading Borough Council (1997-2001), where she led multi-sector partnerships to create employment and skills opportunities within social housing. She sits on the Editorial Board for the Local Economy journal and regularly lectures on the London School of Economics MSc in Local Economic Development. She has a BSc in Anthropology (University College London) and an MSC in Spatial design: Architecture and Cities (University College London), and is currently pursuing a part-time PhD at University College London.



**Denise GAREAU** is a graduate from the University of Ottawa (Canada) and received an MSc from the University of Edinburgh, Scotland in 1994. Ms. Gareau is currently a Director at the Department of Employment and Social Development Canada and is responsible for horizontal initiatives in the area of employment programs and partnerships. In addition, Ms. Gareau is the Director responsible for the Enabling Fund for Official Language Minority Communities (OLMCs), which supports the work of 14 community-based organizations active in the area of economic and human resource development. She is an active supporter of efforts to create more place-sensitive approaches and believes that governments can be effective facilitators to enable communities to create vibrant places and resilient economies.



**Sylvain GIGUÈRE** is the Head of the OECD Programme on Local Economic and Employment Development (LEED). Sylvain manages LEED's programme of work, covering a wide range of policy areas from employment and skills to innovation and economic development, and reports to the LEED Directing Committee, its governing board of 34 countries. The LEED Programme works extensively with emerging economies, policy officers at all levels and practitioners around the world through the Trento Centre and its capacity building mission, the LEED Forum and its 3,000 field experts on economic development, employment, skills and social inclusion in 60 countries, and ESSSA, a platform supporting knowledge exchange on employment and skills strategies between the OECD and Southeast Asia. LEED also contributes to the work of the G20, APEC, the ILO and ASEAN. Sylvain joined the OECD in 1995 to work on the follow-up to the OECD Jobs Study and in 2002 became Deputy Head of LEED, where he developed a policy research agenda on policy implementation to help governments achieve better results on jobs, productivity and growth. In 2008, he was appointed Head of LEED. Sylvain studied Economics at Queen's University (Kingston, Ont.), UQAM (Montreal) and University Paris I Pantheon-Sorbonne, where he obtained a PhD.



**Antonio Gil de GÓMEZ** was born in July 31st 1958 in San Sebastian (Spain). He has a degree in Chemistry from the University of Zaragoza and a degree in Industrial Organisation Engineering from the University of the Basque Country. Today he is a Manager of Internationalisation at the Internationalisation Area in Tknika, the Research and Applied Innovation Centre for VET, based in Errenteria. He is responsible for the project's financial management, Chilean programmes regarding the "Técnicos para Chile" grant and the development of 15 Higher VET centres, in collaboration with several universities. He has also spent 20 years as a member of the Directive Board at Usurbil Higher VET centre, where he was a coordinator and professor for international groups of students in renewable energy programmes.



**Lesley GILES** is Deputy Director at the UK Commission for Employment and Skills. This involves leading a programme of research and policy insight to inform the work of the UK Commission. In addition, Lesley has worked in a variety of other roles undertaking skills and/or employment research and policy analysis, including for: the Sector Skills Development Agency; Department for Education and Employment; the Employment Service; the Cabinet Office, Institute for Employment Studies, the University of Portsmouth's Business School, and the University of Central England. [@LesleyGiles2123](https://twitter.com/LesleyGiles2123)



**Anne GREEN** is Professor at the Institute for Employment Research, University of Warwick, UK. A geographer by background, she has substantial experience of researching employment, non-employment, regional and local labour market issues - including skills, migration, policies to address worklessness, migration and associated policy issues. She has recently undertaken research on internet-enabled employment and one of her current projects concerns local initiatives to link people to jobs in order to address poverty in cities. Currently she is working on an international review of cities' inclusive growth strategies. Much of her research is funded by UK government departments, sub-regional agencies, the European Commission, research councils and foundations. [@warwickier](http://@warwickier)



**Xavier GREFFE** is Emeritus Professor of Economics at the University Paris I - Sorbonne where he created the PhD program in Economics of Arts, and Member of the Scientific Committee of The Louvre. He is associate professor at the Graduate Research Institute for Policy Studies, in Tokyo. Before he has been successively research Assistant in Los Angeles (UCLA) and professor in Paris XIII, Algiers, and Paris I. For twelve years (1982-1994), he worked with the French administration, where he was Director of New Technologies in the Department of National Education (1984-5), and Director of Training and Apprenticeship in the Department of Labour and Employment (1991-2). He was rector of the Uacademy of Orléans-Tours, and of Poitiers. He is consultant at OECD, Unesco and Wipo. Recent books: *Managing Our Cultural Heritage* (Aryan Books, Delhi and London), *Arts and Artists from an Economic Perspective* (Unesco & Economica, 2006), *French Cultural Policy* (in Japanese), (Tokyo : Bookdom, 2006) *Artistes et marchés* (La documentation française, 2007) ; *Culture Web : création, contenus et économie numérique* (Daloz, 2008) ; *La politique culturelle en France* (La documentation française, 2009, nouvelle édition 2015) ; *L'artiste-entreprise* (Paris, Daloz, 2012) ; *Artistes et politiques* (Economica, 2013) ; *Arte e mercato* (Iluminaras - Sao Paulo, 2013) ; *La trace et le rhizome : Les mises en scène du patrimoine culturel* (Presses Universitaires du Québec, 2014) ; *City, Culture, Creativity and Cities* (co-editor with Emiko Kakiuchi, Suiyo-Cha, Tokyo, 2015) ; *Tje artist enterprise in the digital age* (Spinger, 2016).



**Paolo GRIGOLLI** was born in Trento in 1965, where he lives with his family. He graduated from the Faculty of Economics at the University La Sapienza in Rome with a dissertation on "East-West co-operation: the case of joint ventures in USSR". In the same year (1989) started up ECON PIAN ltd for the development of co-operation between Italian and Eastern companies. After completing a Masters in Marketing Management, he worked in Milan and London at the consultancy company, Arthur Andersen, and then, returned to Trento to take up the position of Deputy Director and then Director at the Academy of Trade and Tourism, the Business School of the Chamber of Commerce of Trento. In 2003 he contributed to the start up of tsm-Trentino School of Management, a spin-off of the Academy formed by the Chamber of Commerce, the University of Trento and the Autonomous Province of Trentino where he is now Director of the School of Tourism Management. In particular, he undertakes the planning, marketing and management of vocational training programmes. At the same time he continues to be the project manager of many activities related to local development and tourism in many countries (Croatia, Slovenia, Romania, Uzbekistan, Russia, Chile,). In 2011 he published "Turismi Responsabili" by Franco Angeli.



**Guido GUERZONI** has specialised in the management of cultural heritage and institutions for the last 25 years. He has been teaching at the Bocconi University in Milan since 1996, where he is responsible for the course "Museum Management" and for the Master's Degree in "Economics and Management in Arts, Culture, Media and Entertainment". He has published approximately one hundred papers in Italy and abroad and has collaborated with a number of Italian and international institutions. He has worked with Fondazione Venezia on the M9 project since 2006.



**Katrina M HANN** leads New Economy's skills, employment and economic research and has over nine years' experience specialising in economic policy and strategic advice for public sector clients. New Economy works on behalf of the Greater Manchester Combined Authority and the Greater Manchester Local Enterprise Partnership to support the growth of the economy of Greater Manchester. Her work addresses topics such as: economic development, productivity and low pay, exports and the economic opportunities of ageing. She is responsible for translating the findings of this research into actionable policy recommendations to support decision making across the city region. Her most recent project is the development of a detailed economic evidence base to support the development of the Greater Manchester Spatial Framework, a statutory spatial joint plan which will manage the supply of land for jobs and new homes across Greater Manchester over the next two decades.

Prior to this role, Katrina has worked as a consultant with Central Government, Local Authorities and sub-regional organisations across the country, providing economic and social intelligence and policy advice to inform decision making across the key themes of economic development, spatial policy, employment and skills and demographics. Katrina holds a First Class BA (Hons) in Geography from the Oxford University.



**Andrew HARRISON** brings 30+ years' experience of work informed by systems theory. He is an associate of Tavistock Consulting, and acts as an adviser to governments in the UK, Europe, and South America. As a founding director of the learning studio, he aims to bring the experience of working in a studio to organisational life and public policy making. He is a specialist in innovation systems and economic policy development and has supported events for the EU and directed programmes at the Study Centre of the Trento Centre for the OECD. He has directed learning events for the Coneect partnership in order to support the development of more entrepreneurial universities in Europe. He has recently concluded work on methods of re-valuation and related theories of change for social movements in healthcare in partnership with NHSiQ and AD Research and Analysis. He advises company boards on how to re-imagine their governance arrangements to support innovation and service re-design. He works internationally and has interests in sailing and sculpture.



**Nicolas HAZARD** is a French social entrepreneur. He created Le Comptoir de l'Innovation, an impact investing fund and an international network of incubators (#Impact<sup>2</sup>) that develops social entrepreneurship around the world.

He is also currently the President of Calso Inc., a social enterprise operating in California and Texas. His objective is to bring French social know-how to the United States of America, particularly through the creation of social enterprises in the Silicon Valley. In this capacity, he launched a company in partnership with Google and Ebay that trains and recruits disadvantaged youth in the Bay area. He also developed a programme to help veterans transition to the civilian work by providing them with training and employment opportunities in the commercial drone industry. Every year he organises the IMPACT<sup>2</sup> event, which functions as a "Davos" of social entrepreneurship that brings together nearly 1,500 political and economic decision-makers from 50 countries at Paris City Hall ([www.impact2.eu](http://www.impact2.eu)). He is also the Chairman of the Strategic Council of the City of Paris and has authored "Capitalism for all, 20 enterprises that Change the World" (Edit the World, 2013) and "L'entreprise du XXI<sup>e</sup> siècle sera sociale ou ne sera pas" (Rue de l'Echiquier, 2012). He is a regular contributor to the Guardian and the Stanford Social Innovation Review and writes a monthly column about the new economy in the French newspaper 'Le Monde'. Nicolas is a graduate of HEC and Sciences-Po Paris. In 2015, he was elected a "Young Global Leader" by the World Economic Forum and won the Montgolfier price awarded by the Economic Arts Committee.



**Pia HELLBERG** holds an M.Sc. in social sciences. Over the last ten years, she has worked as a city coordinator in a number of EU-projects on cities, integration and employment issues. She has also been invited to advise the Swedish government on issues concerning youth unemployment. She is also the Chair of the Working Group on Employment at Eurocities, Brussels.



**Rainer HÖLL** is a Director of Ashoka Germany where he supports system-changing social entrepreneurs with their scaling strategies, finance models and impact measurement. Before coming to Ashoka in 2010, he worked for the Bertelsmann Foundation and the Robert Bosch Foundation in the fields of internet regulation, international relations, demographic change, sustainability research and science journalism. He also founded an NPO that built alumni communities around 200 state schools in Germany. Rainer studied Philosophy and Modern German Literature in Tübingen, Berlin and London and holds a Master of Public Administration from the Harvard Kennedy School of Government.



**Andrea-Rosalinde HOFER** is an Economist in the LEED Programme. She is based in the Trento Centre for Local Development where she leads the work on promoting entrepreneurship in the formal education system. This includes HEInnovate, a collaboration with the European Commission (DG Education and Culture) to promote entrepreneurial and innovative higher education institutions across Europe, policy reviews on the role of universities in local development, and a new area of work on entrepreneurial education in schools and vocational education and training. Andrea is a German national and joined the OECD in 2004. She holds master degrees in Agricultural Economics and Political Science, and a PhD in Local Development and Global Dynamics from the University of Trento.



**François IGLESIAS** is the current Communications Co-ordinator for the OECD LEED Programme, which entails responsibility for web communication, publications and digital communications. He is also a graphic designer and will be recording the minutes of the plenaries session during the 12th Annual Forum meeting of the OECD LEED Partnerships and Local Economic Development.



**Stefan KAPFERER** was appointed Deputy Secretary-General of the OECD on October 6, 2014. He will be promoting the OECD's work in the areas of Human and Social Capital, Skills Strategy, SME's and Local Development, Gender Strategy, Health and Inequality, and the Centre for Entrepreneurship. Prior to joining the OECD, Mr. Kapferer, a German national, was State Secretary at the German Federal Ministry for Economic Affairs and Energy. He was responsible for the Department of Industrial Policy, the Department of External Policy, the Department of innovation and ICT as well as the Department of Small and Medium Sized Companies' Policy. He has previously served as the State Secretary of the Federal Ministry of Economics and Technology, where he was responsible for the Department of Energy, the Department of European Affairs, as well as human resources and budget. Mr. Kapferer was also State Secretary at the Federal Ministry of Health and the Ministry of Economics, Labour and Transport of Lower Saxony. Mr. Kapferer holds a Diploma in Administrative Science from Konstanz University. After graduating, he contributed to the research project at the Treuhandanstalt, an agency responsible for the privatization of the former German Democratic Republic state property.



**Ewart KEEP** took a degree in modern history at London University, worked for the national UK employers' confederation for three years and then undertook a PhD in Industrial Relations at Warwick University. Since 1985, he has been employed as a full-time researcher, firstly at the Industrial Relations Research Unit at Warwick, and then in the Centre on Skills, Knowledge and Organisational Performance (SKOPE) which he helped found. He is now based at the Department of Education, Oxford University, where he is now the director of SKOPE. He is also a member of the Higher Education Council for England's Research and Knowledge Exchange Committee and the joint Skills Committee of the Scottish Funding Council/Skills Development Scotland. He is also a member of the Quality and Qualifications team for Ireland's Policies and Standards Committee. He has advised Parliamentary committees at Westminster and Holyrood, as well as HM Treasury, Department for Business, Innovation and Skills, the Cabinet Office, the National Audit Office, and government departments in New Zealand and Australia. He has also worked with the Welsh Government on skills utilisation policy and the regionalisation of skills planning. He has published extensively on apprenticeships, lifelong learning, higher education policy, the link between skills and economic performance, managerial attitudes towards investment in skill, and how public policy on education and training is created and enacted.



**Lenka KINT** is the Executive Secretary of WAPES, the World Association of Public Employment Services. She is responsible for the function of the Secretariat, the specific activities, the cooperation between the different regions and the cooperation with partners, among others OECD. Lenka was elected by the Executive Committee in 2011. She is seconded to WAPES from VDAB, the Flemish Public Employment Service in Flanders (Belgium). Lenka's built-in interest and knowledge for different cultures is an asset for the organisation and its activities. Lenka was born in France and raised in Africa. She graduated in Belgium. She speaks and writes French, Dutch, English and Russian. At VDAB she worked with newcomers and for the interregional mobility, in collaboration with the Le Forem, the PES of the Walloon Region (Belgium). Lenka gave this interest for other cultures to her children. Two of them are building on an international career: her son lives and works as a researcher in physics at the University in Da Nang, Vietnam, and one of her daughters is finalizing her PhD in philology in Lisbon, Portugal. Having an open mind, Lenka is aware of the problems of our world. She is however, not unaware that great achievements are often the result of the commitment of dedicated and competent staff.



**Miriam KOREEN** has been Deputy Director of the Centre for Entrepreneurship, SMEs & Local Development and Head of the SME and Entrepreneurship Division since January 2011. Miriam has been with the OECD since 2000, when she joined the OECD Directorate for Science, Technology and Industry as an Administrator, working on entrepreneurship and SME policies. From 2002-2007, she served as Counsellor to the Trade Directorate. From 2007-2009, Miriam worked as an Advisor in the Office of the Secretary-General. In 2009, she became the Senior Project Manager for the OECD Innovation Strategy which was delivered to the 2010 OECD Ministerial Council Meeting. Miriam holds a M.Sc. in Development Studies from the London School of Economics and Political Science, and a BA in English and Modern Languages from Emory University.



**Denis LEAMY** is a delegate to the OECD LEED Directing Committee and member of the OECD LEED Forum Board. Since 1982, the LEED Programme has advised governments and communities on how to respond to economic change and tackle complex problems in a fast-changing world. Denis has also been the chief executive of Pobal since 2008. Pobal was established in 1992 by the Irish Government in agreement with the European Commission to manage an EU grant for local development. Today, it manages and administers 25 programmes to the value of €350 million per annum on behalf of the Irish Government and the EU. The Programmes relate to Early Years and Education, Activation, Social Inclusion and Local Development. The main objective of Pobal is the delivery and management of programmes that promote social inclusion, reconciliation and equality through integrated social and economic development within communities. Denis is a graduate and post-graduate of the National University of Ireland Maynooth and University College Dublin. He began his career in 1989 as a Youth Worker in Tallaght, West Dublin and has a wide portfolio of experience managing Youth and Family support projects and European projects in Dublin and Kilkenny. [@pobal.ie](http://@pobal.ie)



**Anne Charlotte LELUC** is a counselor for the City of Paris. She previously worked as a senior advisor for the French Government Administration from 2009 to 2015 and was also a lecturer at the Institut Supérieur de Commerce. From 2001 to 2008, she was responsible for local development activities at the French Red Cross. She earned a Masters degree in Sustainable Operations Management at the Institut Supérieur de Paris.



**Thomas LIEBIG** is Senior Migration Specialist in the International Migration Division of the OECD's Directorate for Employment, Labour and Social Affairs in Paris. Since joining the division in 2004, he has notably been in charge of the division's work on the integration of immigrants and their children. Among other projects, he led in-depth country studies on labour market integration in 12 OECD countries as well as international comparative work on the children of immigrants, the socio-economic impact of naturalisation and the fiscal impact of immigration. He was also in charge of the joint EC-OECD indicators of immigrant integration, published in July 2015 and of the recent publication "Making integration work: refugees and others in need of international protection". In addition, he authored or co-authored reviews on the management of labour migration in Austria, Germany, New Zealand and an ongoing review on Canada. Thomas Liebig, a German national, holds a doctorate and an MSc in Economics from the University of St. Gallen (Switzerland). His dissertation, published in 2004, dealt with the international competition for highly-skilled migrants. He also holds an MSc in International Affairs and, following studies at the ESADE (Barcelona, Spain), a CEMS Master in International Business Management. Prior to joining the International Migration Division, he worked as a consultant for the OECD's Economics Department in 2000 and as a Research Associate in the Institute for Labour Economics and Labour Law at the University of St. Gallen from 2001-2004. Numerous publications and lectures on migration and integration issues.



**Mark MACMILLAN** is a member of the Labour Party and was first elected to serve on Renfrewshire Council in May 1999 to represent the Lonsdale and Millarston Ward in Paisley. Following the introduction of the multi-member ward system in 2007, Councillor Macmillan was re-elected to represent the Paisley South-West Ward and continues as an elected member for that Ward today. Councillor Macmillan has held a number of senior positions within Renfrewshire Council, and was elected Leader of Renfrewshire Council following the local elections in May 2012. Councillor Macmillan is also a Non-Executive Director and member of the Greater Glasgow NHS and the Clyde Health Board. Councillor Macmillan has worked in and around the Public Sector for the last 20 years in a number of different positions. As a Political Researcher to MPs and Members of the House of Lords, Mark has also worked with Third Sector organisations that help to look after some of the most disadvantaged young people in British society. This work has led to the development of links with many national and international organisations interested in the creation of jobs for young people across the world. Councillor Macmillan is a former trustee Director of Youthbuild UK and also previously a Director of Renfrewshire Council for Voluntary Service. He continues to work locally to help ensure that volunteering and community empowerment are priorities for the Renfrewshire area. Councillor Macmillan was born and bred in Paisley, and upon leaving school, completed an apprenticeship as a Marble Mason and later studied Law at Strathclyde University. He continues to live in Paisley with his wife and daughter.



**John MAGEE** - Head of Mayo Enterprise, Ireland (Acting), John's primary focus is to further develop Mayo's indigenous enterprise sector. John brings a breadth of experience and knowledge of the sector and an excellent working relationship with many of the small businesses in the County to the Local Enterprise Office. His work will include providing a strategic overview of the challenges and opportunities that face the County's businesses and then working across the entire LEO team to develop and roll out accessible and pragmatic responses to these challenges and opportunities. Previously, John spent 11 years with Mayo County Development Board, where his work overseeing the Board's 10-Year Integrated Strategy included establishing initiatives such as Mayo Ideas Lab, Mayo Ideas Week and Mayo Science & Technology Festival. Prior to joining Mayo County Council, John worked in a number of positions, including the LEADER Partnership Company in Sligo as well as in the retail and banking fields. John's academic background includes a BA in Sociology & Geography, a Masters in European Social Policy Analysis (both from NUI Maynooth) and Certificates in Managing Change and Local Government Studies. Outside of work John has coached the Ireland Men's team to 2 World Pool Championships and is a keen cyclist.



**Anna MANOUDI** is an economist with a Masters' in European Studies from the London School of Economics. Over the past 19 years, Anna has participated in a wide range of evaluation and transnational research studies focusing on the thematic areas of employment, local development, education, vocational education and training, lifelong learning, the social economy, inclusion and immigration. Anna has worked on projects on issues such as training and skills, local responses to unemployment, the job creation potential of the social economy, training and support for young people and disadvantaged groups such as the long-term unemployed, initiatives promoting equal opportunities as well as research assignments in the area of social dialogue. Experienced in a range of evaluation and research methods, Anna has vast experience of EU-wide comparative studies as well as country-specific studies, including fieldwork in many EU Member States, particularly Greece and Cyprus. Past research and evaluation assignments have entailed developing methodological tools, analysing qualitative and quantitative data, and collecting data through surveys, interviews, focus groups and completing case studies that entailed consultation with a wide range of actors, including EU officials; national, regional and local government representatives; social partners; NGOs and many others. Since June 2013, Anna has been the thematic project manager for the European Employment Policy Observatory (EEPO) at the European Commission. She is responsible for the content of EEPO outputs, which include regular reports that monitor labour market policy developments across EU Member States and how these link to the European Semester process, as well as thematic reports on issues of labour market policy interest.



**Giampiero MARCHESI**, Presidency of the Council of Ministers, graduated in Political Science at La Sapienza University in Rome. He is also a Professor, responsible for studies in Economics of Cultural Heritage and economic evaluation of projects at the Post-Graduate School on monumental restoration at the Department of Architecture at La Sapienza. He has been in charge of the evaluation unit of public investments of the Department for Economic Development Policies, where is also the General Manager. He was also the President for the Steering Committee (European Commission Mibact/Dps) to define a strategic approach to Grande Progetto Pompei and part of the departmental Committee aimed at concrete projects and strategic investments to favour a cohesion policy.



**Paco Ramos MARTIN** is doctor in Law from the University of Barcelona (2003), besides having a Master's Degree in Local and Regional Development, (University of Barcelona / Bosch i Gimpera Foundation (1997) and a Master's Degree in Public and Social Policies, from the Pompeu Fabra University (1998). He is currently Executive Director of Employment Strategies of Barcelona Activa, the organisation responsible for boosting the economic development of the city, designing and carrying out employment policies, and fostering the development of a diversified economy of proximity. Barcelona Activa is integrated in the management area of Employment, Enterprise and Tourism of the City Council of Barcelona



**Gaidig MATHIEU** is a project manager at the General delegation for employment and vocational training within the French Ministry of labour. The General delegation is responsible for the design and implementation of employment and vocational training policies. The structure defines the legal framework in consultation with other ministries, social partners and local authorities. It also manages and coordinates the implementation of measures and evaluates the results.



**Michela MEGHNAGI** is a statistician working for the Local Economic and Employment Development Programme of the OECD. Since 2010, she has coordinated the data work of the division with a particular focus on local level data on labour market and skills. Prior to joining the OECD, she worked for the Italian and UK Offices for Statistics on projects related to labour market integration of migrants, as well as in a research centre at the London School of Economics. She holds Master's degrees in Statistics from La Sapienza University and in International Economics from Paris Dauphine.



**Stefano MIOTTO** was born in Venice in 1964, after earning a degree in Economics at University Ca' Foscari in Venice, he started conducting some research in collaboration with the faculty of Economics and Ciset, looking specifically at econometrics models about tourism fluctuations. He has collaborated with the European Commission in the DG XXIII (Enterprise Policy, Commerce, Tourism and Social Economy). He started his own activity in Confindustria Veneto in the Economics Department, and particular involved in the Research Office. Afterwards, he has worked with Confindustria Veneto SIAV Spa, where he was responsible for quality and for the area. In 2001 he became the general manager for this society, whose main area of intervention is technical assistance, IT, and innovation. Since 2010 he has been responsible for economic development, research and innovation and energy for Confindustria Veneto. In 2014 he was appointed managing director of Politecnico Calzaturiero, which is the organisation of research and innovation and services for the Footwear district of the Brenta Coast.



**Luca MOLA** received a BA (Laurea) from the University Ca' Foscari of Venice and did his PhD in history at Johns Hopkins University in Baltimore. He taught for ten years at the University of Warwick in the United Kingdom, and has been Professor of Early Modern European History at the European University Institute in Florence since 2010. He has published books and articles on the history of industrial production and trade during the Middle Ages and the Renaissance, the migration of skilled technicians and the political economies of European states in favour of innovation. Mr. Molà is finishing a study on the birth of patents and intellectual property rights on inventions in Italy during the Renaissance and the early modern age, and is currently working on a book on the economic, social and cultural history of the Italian silk industry from the Middle Ages to the Twentieth Century, which will be published by Laterza Editore. He is one of the founding members of Warwick University's Global History and Culture Centre (2007), recently edited a volume on Italian Technology from the Renaissance to the Twentieth Century (2014), and is currently researching the role of Italy during the first globalisation (1400-1700). He is interested in the public dissemination of historical research, and has curated the exhibition On the Silk Road: Ancient Paths between East and West, which was held at the Palazzo delle Esposizioni in Rome in 2012-2013.



**Lars NIKLASSON** is a Deputy Professor of Political Science and Department Chair at Linköping University, Sweden. He has previously taught at Uppsala University, Sweden and at the University of Pittsburgh, USA. Before joining Linköping University, he was a consultant for Ramböll Management Consulting and the Technopolis Group, specialising in regional development policy and innovation policy. His current research interest is international political economy, with a focus on the European Union and the UN Sustainable Development Goals. He is the national expert on Sweden for the OECD Local Job Creation study.



**Antonella NOYA** is a Senior Policy Analyst with the OECD LEED Programme since 1997. Ms Noya has developed new areas of work for the OECD: the role of non-profit sector, social economy and social enterprises in economic and social development; the role of culture in local development; asset-building for low-income people; social innovation; community capacity building; corporate social responsibility towards local communities; women entrepreneurship and social impact measurement for social enterprises. She has authored and edited several OECD publications in these and other fields OF ANALYSIS. She has recently started to work on local answers to refugee's needs in the short and long terms.



**Gabriele OTT** is a Senior Industrial Development Officer of the United Nations Industrial Development Organization, at its headquarters, in Vienna, Austria. Her work focuses on entrepreneurship development, rural enterprise development and capacity building for institutional business environment reform. She has been responsible for developing and managing projects to introduce entrepreneurship into the education system. In 2015, she led the formulation of the gender strategy for UNIDO. Ms. Ott holds a Master in Economics and started her career as a business journalist.



**Hakan ÖZ** has been working for the Turkish Employment Team at the G20 since November 2014. He started his professional career in a foreign trade company in the private sector, and has since held various public sector roles in the Turkish Employment Agency Directorate-General. As part of his duties, he has been responsible for relations with international organisations and unions, programming, evaluation and the implementation of several EU-funded projects including Grant, Technical Assistance and Supply components within IPA-IV and TAIEX. Since November 2014, he has also been responsible for G20 activities on behalf of the Turkish Employment Agency during the Mexican Presidency. He has participated in numerous national and international meetings and seminars in Turkey and across Europe. He was born in Ankara and has been personally involved in various projects including workshops, seminars, study visits, peer reviews, meetings and training. He holds degrees in Economics and Business Administration.



**Beatriz PLAZA** graduated in Economics from the University of the Basque Country and obtained her MBA from Iese Business School. She has a PhD in Economics from the Faculty of Economics of the University of the Basque Country and is now currently a Professor in Urban and Regional Economics at the University of the Basque Country. Her research interests include cultural policy as development policy, urban regeneration, economic impact of museums, cultural branding, regional policy, cultural economics and the measurement and economic analysis of regional economies. She has published numerous articles in peer reviewed journals on "Iconic Museums as Economic Engines"



**Alessandra PROTO** is a Policy Analyst at the OECD LEED Trento Centre for Local Development based in Italy, where she has been working since its establishment in 2004. She manages the activities related to culture, creative industries, and tourism. She is also in charge of the design and implementation of capacity building activities of the Centre, which aim to further enhance the capacity and ability of those working in the field of local economic and employment development, in both OECD member and non-member economies, to formulate and evaluate policy options and modes of implementation based on an understanding of the needs, potential and limitations that exist within a locality. Alessandra Proto obtained her degree in economics and management of public administrations and international institutions from the Bocconi University in Milan.



**Sandra RAINERO** is policy advisor at the Regional Agency for Employment of the Veneto Region, where she has been working since 2001.

With a background in social studies, including gender and migration studies, she is also a media expert.

Her expertise ranges from employment policy, to social inclusion, gender issues and equal opportunities to management and development of human resources, mobility, migration and development. She coordinated several studies and developed pilot actions and measures concerning the local labour market, employment services, institution capacity-building, guidance and VET.

In the past 15 years she has gained relevant experience in design and implementation of complex international projects, by designing, coordinating and evaluating over 20 projects, funded by the EU and other international and national donors.

She has also worked for several public and private institutions, among which the International Labour Agency (ILO), UNDP, ANCI (Italian National Association of Municipalities).



**Peter RAMSDEN** is a leading thinker and activist in the field of local, urban and regional economic development. He has worked for the European Commission, regional development agencies, universities, local governments, plcs and think tanks. Since 2003 he has led the company Freiss Ltd, a niche micro-consultancy focusing on social innovation, local and urban development. His clients have included the EU, World Bank, OECD and national governments and for the past seven years the EU funded URBACT programme which helps cities to exchange and learn from good practices. Peter co-wrote the new guide to social innovation in EU cohesion policy and the guidance for community-led local development for all four European Structural and Investment Funds. He works with the Social Innovation Europe (SIE) and this year he was appointed to the advisory group of Seoul Innovation, which advises Park Won-soon, Mayor of Seoul.



**Anders RASMUSSEN** has a Masters degree in educational sociology. He is a former teacher and principal in primary and lower secondary education and has been working as head of the basic education team in the Danish Foundation for Entrepreneurship since 2010. His areas of work have been on competence frameworks, progression models and taxonomy. Over the years, he has also conducted teacher training and developed special courses on entrepreneurship education for in-service teachers.



**Victor Arias RODRIGUEZ** graduated in English Philology from Valladolid University. Today he is a Manager of Internationalisation at the Internationalisation Area in Tknika, Errenteria, Gipuzkoa. He is currently involved in several European projects in the areas of leadership, entrepreneurship and innovation. He is also monitoring the agreement between the VET Deputy-Ministry of the Basque Government and the Ministry of Education of Chile regarding the Becas Chile Programme. He has been invited to take part in several workshops and seminars organized by national, European and international institutions, including the European Commission, EFVET, OAPEE, OECD and UNIDO. He was previously a teacher in a Higher VET Centre and has also acted as an adviser to the VET Deputy Ministry of the Basque Government on the Internationalisation of the Basque VET System and on SME Innovation. He has also been a teacher, quality manager and vice director of the Tolosadea Higher VET Centre and has previously held roles as the coordinator of the Management Innovation Area in Tknika and as an advisor to the Networks of VET Centres on the implementation of systems dealing with processes, people and resources management.



**Anna RUBIN** is a policy analyst at the OECD's Local Economic and Employment Development Programme where her work focuses on employment, skills and local governance. Prior to joining the OECD, she worked at a variety of policy levels, ranging from the San Francisco's Department of Children, Youth, and their Families to UNESCO. She also worked for a number of years in the field of programme evaluation for clients such as the US Department of Labor. She has a BA in Psychology and a Master in Public Policy from the University of California Berkeley. [@OECD\\_lead](#)



**Klaus SAILER** is professor for Entrepreneurship at the Munich University of Applied Sciences and CEO of the Strascheg Center for Entrepreneurship (SCE). He is a co-founder and in the board of the Social Entrepreneurship Akademie and co-initiator of the MUC SUMMIT GmbH. Klaus worked at Infineon AG and co-founded in 2000 the communication technologies company adward AG and became its chairman. He successfully established this company as a major market player, and was able to realize his innovative ideas further with various start-up teams. His main research topics are in innovation process, business modelling, networking, co-creation and societal innovations.



**Matthias SAUERBRUCH** is an architect, founding partner of Sauerbruch Hutton. From 1985 to 1990 he taught at the AA, from 1995 to 2001 he was professor at the TU Berlin, and from 2001 to 2007 professor at the Stuttgart Akademie der Bildenden Künste. He was a visiting professor at Harvard Graduate School of Design from 2008 to 2011 and a guest professor at Universität der Künste Berlin from 2012 to 2014. Sauerbruch has lectured, chaired and participated in juries and contributed to conferences around the globe. He is a founding member of the German Sustainable Building Council, a commissioner of the Zurich Building Council, a trustee of the Bauhaus Dessau Foundation, a member of the Berlin Akademie der Künste and a Honorary Fellow of the American Institute of Architects.

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**Serdar SAYAN** is a Professor of Economics and the Dean of the Graduate School of Social Sciences at TOBB University of Economics and Technology, Ankara, Turkey. He concurrently directs the Centre for Social Policy Research at the same university, which closely monitors developments in the Turkish labour market, and studies (un)employment issues, including VEaT-employment nexus. With undergraduate and graduate degrees respectively obtained from the Middle East Technical University and Ohio State University, Prof. Sayan is a prolific researcher who has contributed the literature in the areas of demography/labour economics, development economics and international economics. He also writes op-ed columns and popular economics articles for general readers, and frequently gives interviews to print and broadcast media in Turkey and abroad. Sayan has had regular and visiting appointments at Bilkent University, Ohio State University and the International Monetary Fund, prior to joining the TOBB University. He is a life time fellow of the Economic Research Forum, and previously served as president of the Middle East Economic Association and as a board member of the Turkish Economic Association.



**Norbert SCHÖBEL** graduated with degrees in both political sciences and business management. He started his professional career in Brussels as Parliamentary Assistant in the European Parliament, and then worked for the Representation of Rhineland-Palatinate in Brussels and the Committee of the Regions. He joined the European Commission in 2002, and since then has been active in different Commission services, particularly in the Directorate-General Education and Culture. In July 2011, he joined the Directorate-General for Employment, Social Affairs and Inclusion where he coordinated the work of sectoral social dialogue at EU level. Since July 2014, he has also been responsible for work-based learning and apprenticeships. As team leader of "Skills for the Young", he is also in charge of the European Alliance for Apprenticeships.



**Claudia SIMIONATO** is a graduate of Ca' Foscari University, Venice and has been working at the Internationalization Department of Consorzio Maestri Calzaturieri del Brenta since June 1987. This private entity provides promotional pro-business services to SMEs of the footwear cluster in the region of Venice. In 2014, she was appointed the director of Consorzio Maestri Calzaturieri del Brenta. She has extensive professional experience in marketing, communication, P.R. and the global promotion of the footwear cluster. Among other activities, she manages promotional events for the fashion footwear industry in Italy and abroad and has hosted a number of foreign delegations. Simionato also organises business-to-business workshops and the Italian visits of groups of potential top buyers. She also provides assistance and advisor on export regulations to SMEs that wish to enter foreign export markets. She is fluent in Italian, German, English and French.



**Sally SINCLAIR** is the CEO of the National Employment Services Association, the peak body for the Australian employment and related services industry. Sally has been instrumental in informing key stakeholders both domestically and internationally on addressing employment and inclusion challenges including strengthening the integration of employment, education and training, and increasing employment of disadvantaged job seekers including Indigenous job seekers, people with disabilities, long term unemployed, youth and mature aged. Sally has over three decades of domestic and international expertise in the design, development and delivery of employment and related services. Her experience spans the not for profit and for profit sectors, as well as numerous government appointments. Among her expert roles, Sally was a member of the Australian Welfare Reform Reference Group and the G20 Civil Society 20 (C20) Steering Committee, and chaired the C20 Inclusive Growth and Employment Working Group. Sally is Vice Chair of the OECD LEED Programme's Forum on Partnerships and Local Development and is an expert advisor to the OECD LEED Programme's Employment and Skills Strategies in Southeast Asia (ESSSA) initiative. Sally holds a BSc (Hons) from the University of Melbourne, majoring in neuropsychology.



**Friederike SOEZEN** is a Policy Advisor in the Educational Policy Department of the Austrian Federal Economic Chamber in Austria.

Friederike holds a PhD in Psychology from the University of Vienna and has been working with the Austrian Federal Economic Chamber's (WKO) Educational Policy Department in Vienna since 2008. Before joining WKO, she worked for the Burgenland Chamber of Commerce for 18 years. As part of her work, Friederike directed the careers' counselling and guidance services. After Austria's entry to the European Union she managed several projects funded by Leonardo and Equal programmes. In her work Friederike's consistent professional focus has been to strengthen and enhance entrepreneurial education and the entrepreneurial mind-set. After taking on the role as WKO's policy advisor on entrepreneurship education, she became deeply involved in entrepreneurship education policy. Friederike has served as a representative of the European Association of Craft, Small and Medium-sized Enterprises (UEAPME), on a number of EU sponsored Working Groups: on Entrepreneurship Education, Transversal Skills and Digital Skills and more recently she has participated as an expert in the joint Entrepreneurship360 project of OECD and Commission, the EE-HUB project and the European Reference Framework for Entrepreneurship Competence as well as an Advisory Board Member of the ETF's Entrepreneurial Communities Initiative. Friederike is a keynote speaker and moderator at national and international conferences on Entrepreneurship Education.



**Josh STOTT** heads up one of the policy and research teams at the Joseph Rowntree Foundation (JRF). He leads JRF's Cities, Growth and Poverty programme, exploring what can be done at the local level to ensure that economic growth benefits all residents, and helps to reduce poverty. At the heart of the programme, Josh leads partnerships with both Greater Manchester and the Leeds City Region, seeking to develop practical, evidenced based solution and directly influence city policy and practice. Prior to working at JRF Josh worked in local economic development and regeneration, advising local government and their partners on a wide range of projects and programmes across England. [@joshjrf](#)



**Olivier STOULLIG** is a specialist in cluster development and a programme coordinator for the United Nations Industrial Development Organization (UNIDO). He has worked on the development and implementation of various cluster projects in West Africa (Senegal) and the MENA region (Morocco, Algeria, Tunisia, Egypt, Palestine, Jordan, Lebanon), with a specialization on cultural and creative industries and creative ecosystems. He is also specialized in entrepreneurship development and co-authored the UNIDO youth employment and enterprise development methodological framework, IDEA: Inclusive Development and Entrepreneurship for All. Mr. Stoullig began his career in public affairs and communication and as a parliamentary aide. He holds a Bachelor's degree in international development from McGill University in Canada and a Masters in public management from Sciences Po Paris.



**Maria Criselda R. SY** is the Labor Attache of the Philippine Mission to United Nations and Other International Organizations and the Executive Director of National Wages and Productivity Commission of the Philippines.

She has a Bachelor's degree in Applied Economics from the Polytechnic University of the Philippines, a Master's degree in Public Policy from the National Graduate Institute for Policy Studies in Tokyo and a Post Graduate Diploma in Labour Studies from the University of Queensland, Australia.



**Stuart THOMPSON** is based in the Venice office of the OECD LEED Trento Centre and concentrates on issues related to SMEs and entrepreneurship, in particular regarding internationalisation. He joined OECD in 2012 specifically to support work in Kazakhstan on developing regional FDI-SME linkage strategies. He has spent more than 20 years as a consultant specialising in SME development issues, both in transition countries and in the UK. His work has been at all levels, from assisting local SME development centres and actual SMEs to advising on policy at Ministerial level. In the first years of EU support to transition in Eastern Europe he acted as the European Commission's single SME Technical Advisor, working on the initial programmes in a number of countries. During his time based in Durham, UK, he has acted as a representative of small business in the region and worked with local authorities in attracting new FDI and ensuring that SMEs are supported appropriately.



**Peter TOTTERDILL** is Chief Executive of the UK Work Organisation Network (UKWON), a not-for-profit organisation collaborating with employers' organisations, trade unions, professional bodies, public agencies and universities committed to developing and disseminating new ways of working. He is a Director of UKWON's sister company Workplace Innovation Limited, a consultancy specialising in sustainable organisational change through employee involvement and participation ([www.goodworkplaces.net](http://www.goodworkplaces.net)). A passionate advocate of organisational practices that combine high performance and high quality of working life, Peter's career as a researcher, policy advisor and consultant has focused on building bridges between academic knowledge and practice. Peter has undertaken extensive research and action-oriented projects relating to workplace innovation since 1990. Peter maintains close academic links with universities across the UK and Europe, and especially through his role as Visiting Professor at Kingston University London and Senior Research Fellow at the University of Bath. Peter is Chair of Muzika Charitable Trust, a charity working with children and adults in Romanian care institutions; a Trustee of Poltimore House, a charity dedicated to restoring a 16th-18th century listed building as a centre for creativity in arts, business and the community; a Non-Executive Director of the Sustainable Transport Collective; and a Fellow of the Royal Society of Arts.



**Ekaterina TRAVKINA** is LEED's Capacity Development Coordinator. In this capacity, Ekaterina is responsible for putting in place LEED's capacity building agenda for 2016-2020 in liaison with LEED Trento Centre. She manages the OECD Forum on Partnerships and Local Development, the OECD's network of practitioners in the fields of economic development, employment, skills and social inclusion. As a Senior Policy Analyst, Ekaterina contributes to policy reviews related to employment and skills, particularly in relation to local strategies to support youth employment. Ekaterina joined the OECD in 1997 to work on entrepreneurship and SME development policy assessment in Central and Eastern Europe. Before joining the OECD, Ekaterina worked at the International Training Centre of the International Labour Organisation to assist in the delivery of training programmes on SME development. She has a Master in Politology from the Moscow Institute of International Relations, and a Masters in Applied Economics from Sciences Po.



**Anna TURCO** is working in the Venice office of the OECD LEED Centre, assisting in the preparation of the 12th Annual OECD LEED Forum Meeting and researching into good initiatives related to culture, jobs, skills, youth, social inclusion, entrepreneurship and economic development in the regions of North East Italy. Specialist in Decentralised Cooperation between EU and Latin American Countries (OCD - UOC Barcelona, 2010) with a Master in Cooperation and Development (IUSS Pavia, 2009) and a qualification in CSR (ALTIS - UniCatt Milano, 2013) through the past 8 years Anna has participated in EU-cooperation projects on CSR, Regional Development and Decentralized Cooperation (URB-AL III). Anna has a strong experience, both in EU and Latin American Countries (Brazil, Peru, Uruguay), working with public and private stakeholders and civil society organisations in the promotion of social cohesion policies and mechanisms at local level.



**Cafer UZUNKAYA** is the Deputy Director General of İŞKUR, the Turkish Employment Agency, an institution organised in 81 provinces with 8,142 employees across the country. He was born in 1965 and holds dual major degrees in Theology and Economics. He completed his master studies also in Economics. He started his career as a high school teacher in the city of Samsun. Later, he took a different path and served in Istanbul Water and Sewerage Administration (İSKİ) in various executive roles. His involvement in İŞKUR has begun in 2014 as the Deputy Director General. He is married with four children.



**Mario VOLPE** is Professor of Economics at University of Venice Ca' Foscari, where he teaches International Industrial Economics and Economics of Innovation; he also teaches in several Masters in international management. His main research interests are: Internationalization of enterprises and in particular SME's, Cluster economics and Global Value Chains, Innovation. He is actually coordinating international activities of Fondazione di Venezia and among these also the partnership with the OECD office in Venice. He was and still is scientific coordinator for international project funded by UE Commission. He is member of different scientific association and international networks: among these, the Makers network on reshoring financed by Horizon 2020.



**Salvatore ZECCHINI**, after economic studies at Columbia University (MBA) and Wharton School of Finance (PhD program), joined the economic research department of the central bank of Italy, where he became one of the directors and a consultant to the government on financial and economic integration. Once appointed as an Executive Director of the IMF, he dealt among others with the major financial crisis of the 80s. At the OECD, he was in turn Economic Counselor, Assistant Secretary General, Deputy SG and Director of the Center for Economies in Transition. Back in Italy, he acted as a consultant to the Government on public investment, aid to SMEs, credit guarantee schemes, industrial and energy policy, external trade promotion. Professor of international economic policy at University of Rome Tor Vergata. He was also President of GME (Italy's power exchange) and Chair of the OECD WPSMEE. Currently, he is Vice-President of the UN ECE CECL in Geneva, Chair of the OECD Steering Group on SMEE Finance; and President of Assonebb, publisher of Bankpedia (Encyclopedia of Banking and Finance).



**Mirjana ZECIREVIC** for many years professionally active in creating and monitoring of programmes and measures in the fields of employment, especially preparation and mediation, vocational guidance and career development, vocational rehabilitation, vocational and adult education. She participated in the planning and implementation of many EU and nationally funded projects aimed at the development of models, services and instruments as well as the preparation of studies and programmes. She is a member of the National Council for Human Resources Development in Croatia; member of the Managing Board of the European Network of Public Employment Services; in the capacity of the national coordinator of the European Lifelong Guidance Policy Network (ELGPN) she participated in setting up guidelines for policies and systems development for LCG; as well as in designing and implementing policies related to career management skills, including quality insurance for lifelong guidance. She graduated in Psychology; with many years of experience, including counselling, psychotherapy and lead management, and continual professional development, she was awarded European certificate in Psychotherapy by the European Association in Psychotherapy (EAP).



**Cesare Giacomo ZUCCONI**, born in London 1962, has a PhD and a Post-Doctoral Degree in Political Sciences and History of International Relations. He published several books and articles on History of Central-Eastern Europe, Peace negotiations and Inter-religious Dialogue. He has worked with Universities and Foundations in Italy and Germany in the field of History of Diplomacy, Church History and International Relations since 1994. Dr. Zucconi has been actively involved for many years with the Community of Sant'Egidio (for further information please look at [www.santegidio.org](http://www.santegidio.org)). With the Community of Sant'Egidio he holds the following positions: Secretary General since 2008, Director for External Relations since 1998 and others. He has been involved in most of the activities of the Community of Sant'Egidio in the field of peace and inter-religious dialogue.





# LOGISTICAL INFORMATION



## THE FONDAZIONE GIORGIO CINI

The Fondazione Giorgio Cini is a non-profit cultural institution based in Venice, Italy. It was constituted by Count Vittorio Cini, in memory of his son Giorgio, with the aim of restoring the Island of San Giorgio Maggiore (devastated after 100 years of military occupation) and of creating an international cultural centre that would re-integrate the Island into the life of Venice.

«The Fondazione Giorgio Cini mission is to promote the redevelopment of the monumental complex on the Island of San Giorgio Maggiore and encourage the creation and development of educational, social, cultural and artistic institutions in its surrounding territory.»

The creation of the Fondazione was one of the most considerable private initiatives of the 20th century. The importance of this undertaking was borne out by the initial investment committed to rehabilitate the Island and by the many events the Fondazione has promoted or hosted since. It is further substantiated by the cultural patrimony conserved on the Island and, since 1984, at the Gallery of Palazzo Cini at San Vio.

Alongside the Fondazione's commitment to its own research and the conferences and seminars growing out of this work, the Island welcomes events sponsored by distinguished cultural and scientific organisations. It has even been the site of major international summits (in primis the G7 in 1980 and 1987).

The role of the Fondazione Giorgio Cini is attested by the many highly esteemed intellectuals, artists, politicians and economists who have been involved in its programme, and by the recollections of scholars and guests who have spent time on the Island.

# GENERAL INFORMATION

Working language	English (with partial interpretation in Italian)
Date/Time	<b>DAY 1: Monday 18 April, 2016</b>   From 9.00 to 19.30 <b>DAY 2: Tuesday 19 April, 2016</b>   From 9.30 to 15.30
Location	<b>FONDAZIONE GIORGIO CINI</b> Island of San Giorgio Maggiore, 30124 Venice, Italy Website: <a href="http://www.cini.it/en/">http://www.cini.it/en/</a>
Participation costs	There is no participation fee. Travel, accommodation costs and visa fees are covered by participants themselves.

## VENUE | 18TH-19TH APRIL 2016

### 12TH ANNUAL MEETING OF THE OECD LEED FORUM ON PARTNERSHIPS AND LOCAL DEVELOPMENT AT FONDAZIONE GIORGIO CINI

The Giorgio Cini Foundation is a non-profit cultural institution based in Venice, Italy. It was established by Vittorio Cini, in memory of his son Giorgio. An international cultural centre was developed on the island of San Giorgio Maggiore in order to restore the island after 100 years of military occupation and re-integrate the island into the Venetian cultural and economic landscape.

**Address** Island of San Giorgio Maggiore, 30124 Venice - across the Grand Canal from St. Mark's square and Palazzo Ducale

**How to reach it**

To reach the Giorgio Cini Foundation, you can take **vaporetto line n°2** and get off at "San Giorgio" stop. n°2 vaporetto leaves from the main points in Venice: Here is the time table for **vaporetto line n°2**: <http://www.actv.it/sites/default/files/Orario%20linea%202%20dal%202019%20gen%202015.pdf>

- San Zaccaria (trip lasting about 3 minutes)
- Ferrovia (trip lasting about 45 minutes)
- Piazzale Roma (trip lasting about 40 minutes)
- Tronchetto (trip lasting about 35 minutes)



Website <http://www.cini.it/en>

## MAP | VENUE



## TRANSPORT FROM THE AIRPORT AND WITHIN THE CITY CENTRE VENICE

Venice is actually a group of small islands, where fascinating art and history combine with historic trade and the beauty of the sea. At the heart of this legendary Province is the Serenissima or Most Serene Republic, with monuments, piazzas, narrow lanes, silent waters, characteristic bridges and canals navigated by gondolas. To learn more about Venice, please check <http://en.turismovenezia.it/>.

### Getting to Venice

#### **i** Full on-line information: [Marco Polo Venice Airport](#)

You can easily reach all areas of Veneto and Northern Italy, Treviso Airport and the major railroad network hubs from Venice Marco Polo Airport.

#### **TAXI TO/FROM VENICE AIRPORT**

Taxis are available at the main exit of the airport. There is a set taxi fare of 40€ from the airport to the Piazzale Roma in Venice. Visitors can also call a taxi service provided by Cooperativa Artigiana Radiotaxi. For more details on the rate that will be applied, check with the driver before boarding the vehicle.

Phone: +39 041 5964 (24-hour service)

Web: [www.radiotaxivenezia.com/en/](http://www.radiotaxivenezia.com/en/)

#### **BUS**

ROUTES 4, 5 AEROBUS, 15, 45

8,00 € - ONE WAY 75'

15,00 € - FROM OR TO AIRPORT AND RETURN 75'

14,00 € - AEROBUS + NAVE

Valid 90 min, waterborne services and bus route 5 AeroBus from Venice to Airport (or back) one way.

Web: <http://www.veneziaunica.it/en>

#### **MOTORBOAT**

You can use the following company. The rate will be approximately 110 €.

##### **Venezia Motoscafi:**

Phone: +39 041 716000 - +39 041 716922 | Email: [info@venezianamotoscafi.it](mailto:info@venezianamotoscafi.it)

Web: [www.venezianamotoscafi.it/en/](http://www.venezianamotoscafi.it/en/)

## Getting around Venice

**ORDINARY TICKET FOR NAVIGATION SERVICES - 75 MIN**

7.50 EUR - Allows 75 minutes' travel from the moment of validation on urban network (Navigation services, Lido, Mestre, Tram and People Mover). The validation process must be repeated at each change of mode of transport.

The ticket does not include ACTV navigation routes 16, 19, Alilaguna services and buses travelling to and from the Marco Polo airport.

Tickets can be purchased from the [Venezia Unica ticket desks](#), from the [network of official dealers Actv](#) or online at <http://www.veneziaunica.it/en/e-commerce/services>

**VAPORETTO ST.MARK- ST.ZACCARIA-ST.GIORGIO (venue of the event)**

5.00 EUR one way | 10.00 EUR A/R - Allows crossing the Grand Canal.

Tickets can be purchased from the [Venezia Unica ticket desks](#), from the [network of official dealers Actv](#) or online at <http://www.veneziaunica.it/en/e-commerce/services>

**TOURIST TRAVEL CARD**

Time tickets are the most economical solution for anyone wanting to travel about Venice and its districts using ACTV travel means. There are a range of tickets that are valid for 1, 2, 3 or 7 days from the point of validation. They allow an unlimited number of trips and can be used on all transport means, both on water and land, the Mestre Urban Network (excluding trips to and from the Marco Polo Airport) and Lido buses involved in the urban routes in the Venice Municipal area.

Tourists can use time tickets on otherwise excluded bus routes and services, including those starting and ending their journey at Venice Marco Polo airport, by paying an additional €6.00 for one-way trips, or €12.00 on return trips.

One piece of hand luggage is included in the cost of the ticket. The sum of its three dimensions must not exceed 150 cm

They can be purchased from the [Venezia Unica ticket desks](#), from the [network of official dealers Actv](#) or online at <http://www.veneziaunica.it/en/e-commerce/services>

- 20,00 € - 1 DAY TRAVELCARD
- 30,00 € - 2 DAYS TRAVELCARD
- 40,00 € - 3 DAYS TRAVELCARD
- 60,00 € - 7 DAYS TRAVELCARD

**VENEZIA UNICA CITY PASS FOR VISITORS**

The **Venezia Unica City Pass** is ideal for organising your visit to Venice, because it allows you to access public transport and the cultural and tourism services of the area. You can [buy](#) your **Venezia Unica City Pass** online easily and safely and configure it according to your needs. Once you have completed the purchasing process, you will see and receive a voucher by email accompanied by a reservation code (PNR) with which you will be able to collect your tickets and directly access your chosen attractions or services.

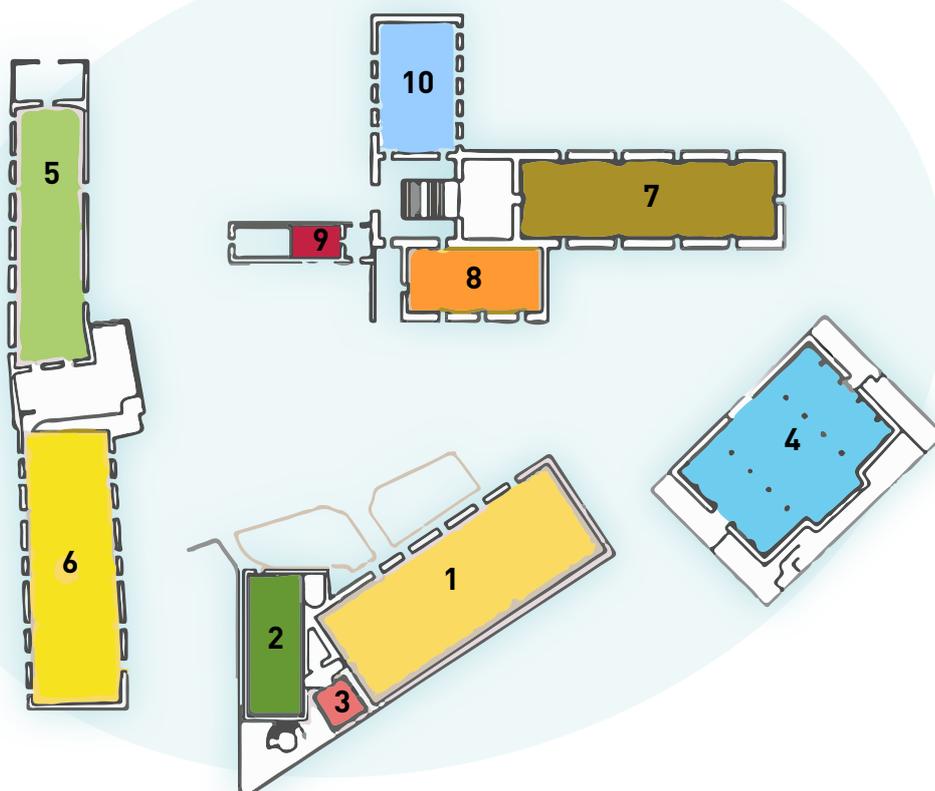
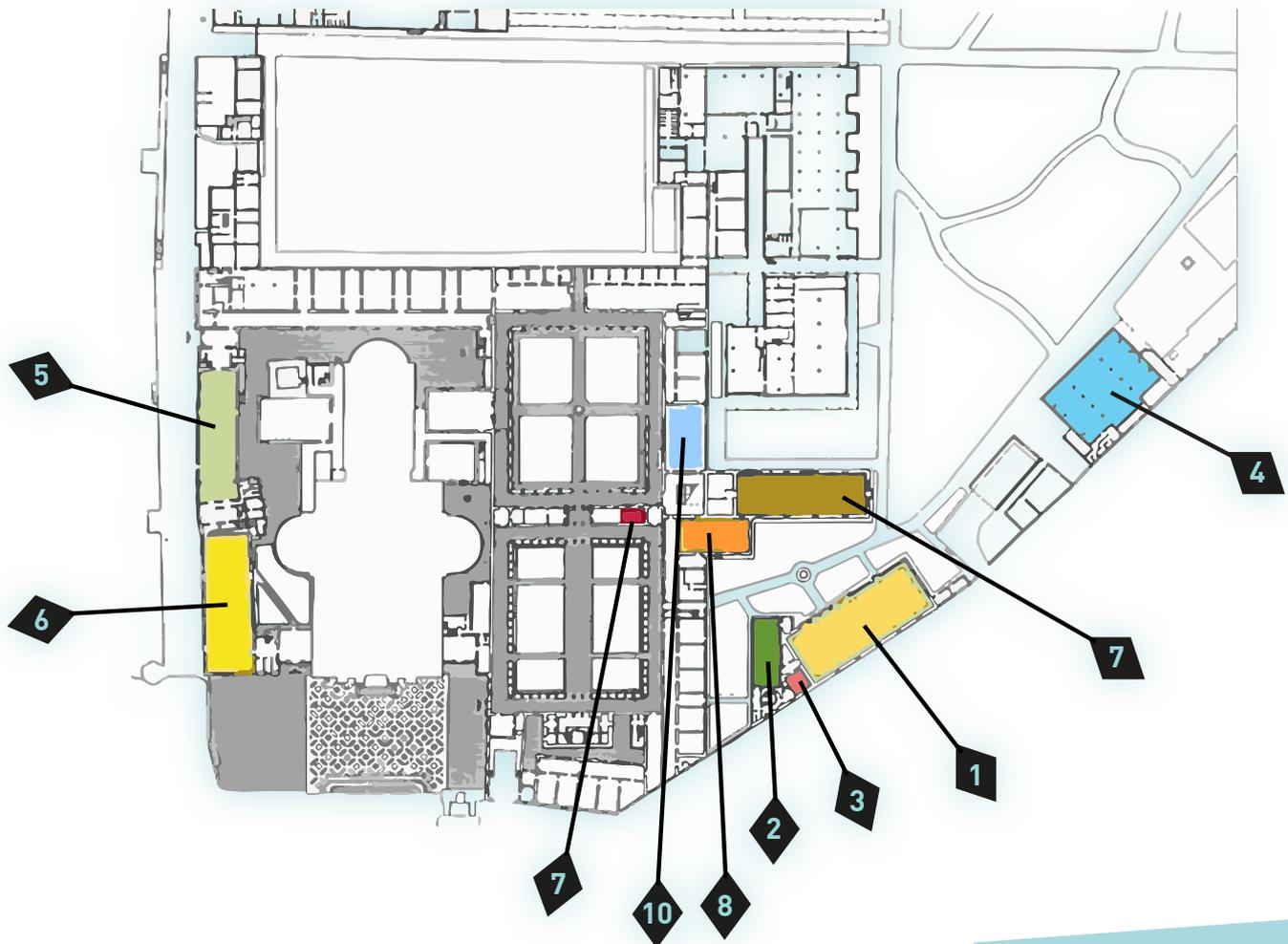
To use public transport you can collect your tickets by entering your personal PNR booking code at one of the [the ACTV automatic ticket machines](#) or by presenting your voucher (PNR booking code) at one of the many [Points of Sale and Collection in the city](#). You will be given a card with which you can make use of the city's mobility services. To access the museums, the churches or other services, however, all you have to do is present your voucher at the entrance.

FOR FURTHER INFORMATION ON LOCAL PRACTICAL DETAILS, PLEASE CONTACT

**Olivia Balagna, OECD / Trento**

**Email: [Olivia.balagna@oecd.org](mailto:Olivia.balagna@oecd.org) | Phone: +39 0461 277 605**

## FONDAZIONE GIORGIO CINI



1. Sala degli Arazzi  
Tapestry Hall
2. Sala Bianca  
White Hall
3. Salottino del Noviziato  
Novitiate Parlour
4. Padiglione delle Capriate  
Truss Pavillion
5. Sala del Piccolo Teatro  
Piccolo Teatro Hall
6. Sala Carnelutti  
Carnelutti Hall
7. Cenacolo Palladiano  
Palladian Refectory Hall
8. Sala delle Fotografie  
Photographs Hall
9. Centro Diapositive  
Slide Center
10. Sala del Chiostro dei Cipressi  
Cypress Cloister Hall

The OECD LEED Forum on Partnerships and Local Development is led by the OECD LEED Programme with the support of Pobal (Ireland), the Australian National Employment Services Association (NESA), the Swedish Association of Local Authorities and Regions (SALAR-SLK), the World Association of Public Employment Services (WAPES) and ESF-Agency Flanders, Belgium.

<http://www.oecd.org/leed-forum/>



OECD Local Economic and Employment Development Programme

[www.oecd.org/employment/leed](http://www.oecd.org/employment/leed)

2 rue André Pascal, Paris, France