



European Commission

**Non-State Actors and Local Authorities
in Development**

Coordination, cooperation and networking activities among European organisations

**Networking as shuttle towards the new governance of the
local development**

For Non-State Actors

Budget lines 21.03.01

Reference: EuropeAid/129494/C/ACT/Multi

Prof. Romano Toppan

2010

PART A. CONCEPT NOTE

Name of the applicant	Regijska razvojna agencija RRA Severne Primorske d.o.o. Nova Gorica (Regional Development Agency of Northern Primorska Ltd Nova Gorica)
Nationality¹ of the applicant	Slovenian
Legal status²	NSA - Non profit making organisation
EuropeAid ID number³	SI-2008-DAD-2902968312
Legal Entity File or ongoing contract number (if available)⁴	SI2.503831
Title of the action	Networking as shuttle towards the new governance of the local development
Location(s) of the action⁵	Slovenia – Goriska – Nova Gorica Italy – Veneto – San Donà di Piave and Jesolo Romania – Transilvania – Brasov Slovak Republic – Kosice – Kosice Czech Republic – Pardubice – Pardubice
Partner 1 <i>Add as many rows as partners</i>	Name: Confartigianato – Associazione Artigiani e Piccole Imprese del Mandamento di San Donà di Piave (Association of Crafts and Small Enterprises of San Donà di Piave) EuropeAid ID nr.: IT-2008-CTK-2502918217 Nationality: Italian Type of actor (NSA or LA): NSA - Private Body - non profit making association
Partner 2 <i>Add as many rows as partners</i>	Name: Universitatea Transilvania din Brasov (Transilvania University of Brasov) EuropeAid ID nr.: RO-2008-DAI-2902968470 Nationality: Romanian Type of actor (NSA or LA): NSA - Public Body
Partner 3 <i>Add as many rows as partners</i>	Name: Technická univerzita v Košiciach (Technical University of Kosice) EuropeAid ID nr.: SK-2009-GLI-1302202294 Nationality: Slovakian Type of actor (NSA or LA): :NSA - Public Body
Partner 4	Name: Univerzita Pardubice (University of Pardubice) EuropeAid ID nr.: CZ-2010-BGH-1603223684 Nationality: Czech

¹ The statutes must make it possible to ascertain that the organisation was set up by an act governed by the national law of the country concerned. In this respect, any legal entity whose statutes have been established in another country cannot be considered an eligible local organisation.

² E.g. non profit association, trade union, foundation, etc.

³ This number is allocated to an organisation which registers its data in PADOR. For more information and to register, please visit http://ec.europa.eu/europeaid/online-services/pador/index_en.htm

⁴ If the applicant has already signed a contract with the European Commission / has been informed of the relevant Legal Entity File number. If none of these applies, indicate N/A.

⁵ Specify country/ies, regions and/or cities in which the Action will take place.

<i>Add as many rows as partners</i>	<i>Type of actor (NSA or LA): :NSA - Public Body</i>
Total eligible cost of the action (A) in EUR	549.680,40 €.
Amount requested from the European Commission (B) in EUR	472.175,46 €.
% of total eligible cost of action (B/Ax100)	85,9%
Total duration of the action in months:	18

Contact details for the purpose of this action:	
Postal address:	Mednarodni prehod 6, Vrtojba, 5290 Šempeter pri Gorici Slovenija
Telephone number: Country code + city code + number	+386 5330 66 82
Mobile: Country code + number	+386 40805370
Fax number: Country code + city code + number	+386 5330 66 87
Contact person for this action :	Mrs. Jasmina Nikić
Contact person's email address :	jasmina.nikic@rra-sp.si
E-mail address of the organisation:	rra.sp@rra-sp.si
Website of the organisation:	www.rra-sp.si and/or www.partenariato.it

Any change in the addresses, phone numbers, fax numbers and in particular e-mail, must be notified in writing to the European Commission and registered in PADOR. The European Commission will not be held responsible in case it cannot contact an applicant.

I. GUIDANCE FOR THE DRAFTING OF THE CONCEPT NOTE

1. Relevance of the Action

The World Bank defines governance as the exercise of political authority and the use of institutional resources to manage society's problems and affairs. An alternate definition sees governance as the use of institutions, structures of authority and even collaboration to allocate resources and coordinate or control activity in society or the economy. Good, effective public governance helps to strengthen democracy and human rights, promote economic prosperity and social cohesion, reduce poverty, enhance environmental protection and the sustainable use of natural resources, and deepen confidence in government and public administration. Moreover, the principle of subsidiarity is defined in Article 5 of the Treaty establishing the

European Community. It is intended to ensure that decisions are taken as closely as possible to the citizen and that constant checks are made as to whether action at Community level is justified in the light of the possibilities available at national, regional or local level. Specifically, it is the principle whereby the Union does not take action (except in the areas which fall within its exclusive competence) unless it is more effective than action taken at national, regional or local level. With the start of a new cycle of governance in the European Union, the Committee of the Regions has proposed a political project to "build Europe in partnership" through its White Paper on Multilevel governance⁶. In addition the Committee has launched a public consultation to sound out authorities, associations and other stakeholders on how best to promote multilevel governance in Europe. This document is inspired by the guidelines for the practical implementation of the governance model proposed by the White Paper on European Governance⁷.

The most important ones are :

1. European Union itself is largely seen as an asset in facing the challenges of globalisation : all the European members should prompt political action to be refocused on the principles and mechanisms of multi-level governance, in order to be more effective and compact in the challenges purposed;
2. Responsibility must be shared between the different tiers of government concerned : however, the effectiveness of this responsibility is underpinned by all sources of democratic legitimacy and the representative nature of the different players involved, public and private;
3. Especially in the present critical situation, both economic and social, all the actors and players involved must urgently reinforce **the partnership practice**, both vertically between "local and regional authorities – national government and European Union" and horizontally between "local and regional authorities – civil society", particularly in the context of social dialogue and all the forms of networking proposals;
4. All the solutions of the effective local development plans have been successfully experienced through the multifaceted forms of partnerships, associations, cooperation policies, promoted by the different European Union levers or instruments of development plans and financial aids: Territorial Pacts, Integrated Territorial Projects, Local Action Groups, Cross-border Initiatives etc.: networking seems to be the key of the "win-win" strategies, according to the Games Theory;
5. In a context of increasing scarcity of public funds, attempts could be made to optimize common policies, in order to align at the lower possible cost all the available resources, material and immaterial, involving every player in the development plans and organizational processes;

Our proposition aims at the long haul training for the networking optimization, through all the specific tools provided by the net economy : the increasing impact of the new information and communication technologies, the expansion of the broad band use, the web 2.0, with the social networks, the application of the "vortals" (a specialized forms of "portals"), the full low cost access, both in the mobility and virtual interactions, offer a large range of tools, which allow all the local communities, even rural and far from the urban centres, to be connected, to be involved in the knowledge economy and competencies' upgrading, to be informed in real time on the decisions to be taken at all institutional levels, to be able to react, act and interact, on specific and clear components of the boundaries between global strategies of the European Union and its states and local development interests. Our partnership aims at more effective power of the "problem solving" concerning the local impact of the crisis, by an intensive exchange of all the detailed best practices about the relation with the globalisation, the emergence of a multi-polar world and the process of a closer European integration in the practical sectors, like:

- *employment and job creation, welfare and the role of the third sector,*
- *the well-being economy and indicators,*
- *the territorial marketing at the wide level of the new euro-regions,*
- *the immigrants' integration policies,*
- *the free students circulation, the comparative harmonization of the competence.*

The proposal is conform with the "bottom up" strategy and the subsidiarity principle: the basic reference of the project will be both the White Paper on Governance and the documents of the EU's Assembly of Regional and Local Representatives, already mentioned.

This approach is able to mobilize the capabilities and resources of the local and territorial competitiveness of each partner, to explore and to find out the inventory of all the possible and feasible "synergies", to favour and accelerate the exchanges of problem solving and best practices between them on specific

⁶ European Union-Committee of the Regions, 80th plenary session 17 and 18 June 2009

⁷ European Governance, European Commission White Paper (COM(2001)428 final).

topics or difficulties to be overcome as soon as possible, before the crisis could extinguish the potentials and waste or dissipate the social and economic capital at disposal.

Our project considers as basic reference the Objective 3 of the Guidelines:

Support to actions aiming at achieving more efficient cooperation, foster synergies and facilitate a structured dialogue in the area of development between civil society networks and local authorities associations from the EU and acceding countries, within their organisations and with EU institutions.

The purpose of our project is to integrate in a common strategy a concrete programme, involving the highest possible number of social, economic, cultural, educational and institutional bodies: the framework will be one of the “governance” models adopted in the participatory local development or “bottom up” policies (Territorial Pact, Integrated Territorial Project, Agenda 21, European Economic Interest Grouping etc.), the members will be representatives of the Local Authorities, Employers’ Associations’ members, Labour Organizations and Workers, Artisans’ and SMEs Associations, Chambers of Commerce, Industry, Agriculture, NGOs of the social, cultural and ecological sectors.

As results of the synergy and optimization of the “networking “ action in the territories concerned, we purpose to identify all the possible and feasible optimizations in the following sectors:

- employment services (public and private), by means of all the most successful systems adopted to ensure the matching between the demand and offer in the labour market;
- new self-employment and small businesses creation : the careful exchange on the fruitful spin off risen from the Territorial Pacts, Clusters, Industrial Districts, Technological and Scientific Parks, Incubators or similar forms of local networking for new firms, innovation teams or social cooperative enterprises and associations;
- dissemination of effective info-points on the European Union initiatives and policies, in order to favour a large awareness of the European Institutions and their role, their proposals and supports for the local development programmes
- competencies (formal and informal) operational studies on the different labour markets requirements and expectations, in order to facilitate the mobility of the workforce between the territories of the partners;
- migration flows monitoring studies for a better valorisation of the manpower, according to the European Union recommendations
- capacity building of the participatory democracy and institutional governance at Local Authorities level, through the training tools and workshops above mentioned

2. Description of the action and its effectiveness

The methodologies used can be a mainstream of innovative solutions for global replication and multiplication, because they undertake a variety of activities to contribute to the development of the networking in their local contexts, including:

- Identifying local priorities relating to responsible business practices
- Attracting new participants through outreach and awareness-raising activities
- Organizing learning and dialogue events
- Producing learning materials in local languages
- Mobilizing collective action on different priority issues
- Engaging and interacting with societal actors (eg governments etc) to promote the creation of an enabling environment for corporate citizenship,
- Raising public support and awareness within academia and other stakeholders through marketing and communication campaigns
- Motivating participating companies to develop partnership projects to contribute to the EU Development Goals
- Sharing information and exchanging experiences
- Showcasing on a global platform (on public websites, global tools and publications) good practice with regard to the implementation and partnerships at the local level
- Partnering with other networks in specific issues of interest
- Mentoring and sharing resources with new and less developed networks

During the activities, it will become clear that networking processes in the partners’ countries differ from each other in many ways, including the following:

- Framework conditions in their home countries
- Number of participating social and economic players

- The size of the participating stakeholders (e.g. CONFARTIGIANATO has a majority of SMEs while others have no SME members)

Long term objectives :

- Capacity building to adopt the new style of “GOVERNANCE” , according to the specific model proposed by the European Union
- Enriching the SOCIAL CAPITAL of the Communities concerned, to increase the cohesion, trust and team working
- Improving the SOCIAL AND ECONOMIC COMPETITIVENESS of the territorial capital and human resources
- Finding out original forms of negotiations and solution to overcome the PARADOX of the local government vs. the national government
- Coaching all the players to the INTERNATIONAL APPROACH to their respective problems, especially through the active participation and consensus to the European Union as “mother” of all the networking strategies in the globalization

Short and medium term objectives :

- Improving the awareness of the co-relation between European governance style, its impact on the local development and the role of the networking (private/public)
- Establishing an effective strategy to face Globalization and save democracy : networking as shuttle to survive
- Finding effective methods of mobilising support and creating a “win/win” situation wherever possible for all the players in networking
- Gaining acceptance for the idea of risk-sharing/support in the crisis situations
- Creating a collective dynamic around social competitiveness by turning each intervention into a coordination tool or opportunity
- Improving the SOCIAL DIALOGUE, that’s gathering the different partners concerned around the negotiating table (e.g. at the level of a district, these would be inhabitants, elected representatives, associations, etc.) to enable them to jointly identify needs and fin out the solutions
- Setting up and implementing networks of community both through physical places--such as neighbourhoods, and cyberplaces--such as the Internet and social networking use

The expected results should become tangible in a wide range of issues, perspectives and methodologies related to social capital and networks, with objective evidence on:

- how and where social capital is created and improved,
- social dialogue is applied in appropriate forms (Territorial Pacts and similar networking forms),
- territorial competitiveness is jointly purposed,
- the private/public partnership is adopted as normal tool for the governance and bottom up strategies,
- the impacts of social capital and networking upon economic development achieve remarkable performances, especially for the capacity for change in the labour markets as well as the implementation of political reform.

Concrete results should be also achieved in monitoring the dysfunctions related to social capital weaknesses and threats, such as exclusion from the social fields, obstacles to social innovation or structural and cultural changes that undermine social security. The concept of social capital shall be understood as an integral part of the structures of political, social and cultural power and the practices of the new economy. On the other hand, social capital can also been used to refer to the social and cultural capacity of individuals, through a better orientation to the competencies’ approach both in formal and informal education systems.

3. Sustainability of the action

Considering the implementation of all the project activities promoting the social dialogue and the creation of the Network, the risks to be faced are mainly political and social and could be related to:

- ❑ a poor interest of stakeholders from the target regions to know the good practices adopted by the EU member states' organisations;
- ❑ a poor interest of stakeholders in adopting and introducing the best policies and models in order to improve the governance styles of the local development;
- ❑ the difficulty of partners to involve stakeholders;
- ❑ a different trend in the public administrations of the target regions with regard to develop;
- ❑ the scant participation of citizens, entrepreneurs and other stakeholders to the conventions and the workshops organized within the project;

RISK MANAGEMENT GUIDELINES: In the case these risks arise, the partners envisage

- proposing continuous information activities addressed to all the stakeholders involved in the actions proposed for developing social dialogue. A widespread communication is fundamental to make the people know the advantages that the project will produce in the local development and in social and political terms. Moreover, they will stimulate the stakeholders to adopt the participative methods pointing the attention to the ethical and social reasons. The project proposes realizing media campaigns, using paper and information tools, realizing audiovisuals and TV and radio commercials in the main time bands.
- promoting the partnership and project management actions between the different actors: along the institutional scale (national, regional and local authorities) and along the axis public/private;
- promoting the transfer of knowledge and experiences between the partners and the stakeholders;
- stimulating and diffusing a culture that favours the civil society and that development the territories;
- investing on the human resources;

The sustainability of the action will be guarantee of the International Partnership Agreement, a international stable partnership that it is joined by several public and private institutions, associations and European Universities. It bases mainly on the collaboration between the “world of knowledge” and the “world of economy”. The partners are public and private organizations located in 11 European Countries (Member and Candidate States) and 1 International (Shanghai - China), their collaboration bases on the consultation and the sharing of joint objectives, in order to support permanently territories and transfer bi-directionally best practices. The agreement wants to be a stable and competent presence in support of the economic and financial system as well as of technical and the scientific sector. The partners of the IPA are public and private Associations and Universities such as:

Local Authority, Regional Development Agency and Associations: Confartigianato - Association of Crafts and Small Enterprises of San Donà di Piave, the Chamber of Crafts and Trades of Venice, the Italian Trade Union Veneto, the Provincial Artisans Union, bank Friuladria - Credit Agricole Group, bank CCRVE Venice - Intesa – San Paolo Group, the COFIDI Veneziano - Consortium overdraft guarantee, the C.R.A.C.A. Veneto - Regional Centre for the crafts assistance and cooperation, the Veneto Innovation and Med Europe Export Consortium (**Italy**), the Regional Development Agency and the Technology Park of Nova Gorica (**Slovenia**), the City of Rovinj, the Chamber of Crafts and Trades of Pula and the Association Entrepreneurs of Rovinj (**Croatia**), The Regional Development Agency of Zenica (**Bosnia**), the Chamber of Crafts and Trades of Trenčín and Banská Bystrica (**Slovakia**), the Local Development Agency of Zittau (**Germany**), Mehedinti County Council (**Romania**) and NGO - Group for Development Projects (**Serbia**).

Universities: University of Pardubice (**Czech Republic**), University of Split (**Croatia**), Universities of Brasov and of Craiova (**Romania**), Ca' Foscari University of Venice (**Italy**), University of Nova Gorica (**Slovenia**), Universities of Banja Luka and of Zenica (**Bosnia**), University of Kosice (**Slovakia**), Universities of Gdynia and of Lodz (**Poland**), International Graduate School of Zittau (**Germany**) and International Entrepreneurial and industrialist of Belgrade (**Serbia**).

PART B. FULL APPLICATION FORM

I. THE ACTION

1. DESCRIPTION

1.1. Title

Networking as shuttle towards the new governance of the local development

1.2. Location(s)

Country(ies), region(s), town(s):

Slovenia – Goriska – Nova Gorica

Italy – Veneto – San Donà di Piave and Jesolo

Romania – Transilvania – Brasov

Slovak Republic – Kosice – Kosice

Czech Republic – Pardubice – Pardubice

1.3. Cost of the action and amount requested from the European Commission

Please follow the instructions under point 3 and 4 of the present Application Form, paying particular attention to section 1.3 of the Guidelines for Grant Applicants for this call.

Total eligible cost of the action	Amount requested from the European Commission	% of total eligible cost of action
EUR 549.680,40	EUR 472.175,46	85,90 %

1.4. Summary (max 1 page)

Total duration of the action in months	18
Objectives of the action	<p>Overall objective(s): <i>The purpose of our project is to integrate in a common strategy a concrete programme, involving the highest possible number of social, economic, cultural, educational and institutional bodies.</i></p> <p>Specific objective(s): As results of the synergy and optimization of the “networking “ action in the territories concerned, we purpose to identify all the possible and feasible optimizations in the following sectors :</p> <ul style="list-style-type: none"> • employment services; • new self-employment and small businesses creation; • dissemination of effective info-points on the European Union initiatives and policies; • competencies (formal and informal) operational studies on the different labour markets requirements and expectations; • migration flows monitoring studies for a better valorisation of the manpower; • capacity building of the participatory democracy and institutional governance at Local Authorities level.
Partner 1 (if any)- please indicate name, nationality and type of actor (NSA or LA) and add as many rows as partners	<p>Regijska razvojna agencija RRA Severne Primorske d.o.o. Nova Gorica Slovenian - NSA - Non profit making organisation Name: Confartigianato – Associazione Artigiani e Piccole Imprese del Mandamento di San Donà di Piave – Italian - NSA - Private Body - non profit making association Universitatea Transilvania din Brasov – Romanian - NSA - Public Body Technická univerzita v Košiciach – Slovakian - NSA - Public Body Univerzita Pardubice - Czech - NSA - Public Body</p>
Other stakeholders/target group(s)	Representatives of the Local Authorities, Employers’ Associations’ members, Labour Organizations and Workers, Artisans’ and SMEs Associations, Chambers of Commerce, Industry, Agriculture, NGOs of the social, cultural and ecological sectors.
Estimated results	<p>The expected results should become tangible in a wide range of issues, perspectives and methodologies related to social capital and networks, with objective evidence on :</p> <ul style="list-style-type: none"> ● how and where social capital is created and improved, ● social dialogue is applied in appropriate forms, ● territorial competitiveness is jointly purposed, ● the private/public partnership is adopted as normal tool for the governance and bottom up strategies, ● the impacts of social capital and networking upon economic development achieve remarkable performances, especially for the capacity for change in the labour markets as well as the implementation of political reform.
Main activities	<p>Activity 1: Kick-off Meeting between Project Partners Activity 2: Presentation Meeting of the networking experience of the Territorial Pact Eastern Venice Activity 3: Workshop of benchmarking on the partners’ experiences and their models of networking and social dialogue practices Activity 4: Application of the Delphi Methodology for strategy cooperation Activity 5: Application of the European Awareness Scenario Workshops Activity 6: Workshops for the preparation and implementation of the Agenda 21 methodology Activity 7: Application of the Goal Oriented Project Planning method Activity 8: Application of the Open Space Technology Activity 9: Transferability and dissemination activities</p>

1.5. Objectives (max 1 page)

The purpose of our project is to integrate in a common strategy a concrete programme, involving the highest possible number of social, economic, cultural, educational and institutional bodies: the framework will be one of the “governance” models adopted in the participatory local development or “bottom up” policies (Territorial Pact, Integrated Territorial Project, Agenda 21, European Economic Interest Grouping etc.)

As results of the synergy and optimization of the “networking “ action in the territories concerned, we purpose to identify all the possible and feasible optimizations in the following sectors :

- employment services (public and private), by means of all the most successful systems adopted to ensure the matching between the demand and offer in the labour market;
- new self-employment and small businesses creation : the careful exchange on the fruitful spin off risen from the Territorial Pacts, Clusters, Industrial Districts, Technological and Scientific Parks, Incubators or similar forms of local networking for new firms, innovation teams or social cooperative enterprises and associations;
- dissemination of effective info-points on the European Union initiatives and policies, in order to favour a large awareness of the European Institutions and their role, their proposals and supports for the local development programmes
- competencies (formal and informal) operational studies on the different labour markets requirements and expectations, in order to facilitate the mobility of the workforce between the territories of the partners;
- migration flows monitoring studies for a better valorisation of the manpower, according to the European Union recommendations
- capacity building of the participatory democracy and institutional governance at Local Authorities level, through the training tools and workshops above mentioned

Long term objectives :

- Promoting and practising the principles of European governance, especially the three P methodology (Public Private Partnership) and capacity building to adopt the new style of this specific model proposed by the European Union
- Enriching the SOCIAL CAPITAL of the Communities concerned, to increase the cohesion, trust and team working
- Improving the SOCIAL AND ECONOMIC COMPETITIVENESS of the territorial capital and human resources
- Finding out original forms of negotiations and solution to overcome the PARADOX of the local government vs. the national government
- Coaching all the players to the INTERNATIONAL APPROACH to their respective problems. especially through the active participation and consensus to the European Union as “mother” of all the networking strategies in the globalization

Short and medium term objectives :

- Improving the awareness of the co-relation between European governance style, its impact on the local development and the role of the networking (private/public)
- Establishing an effective strategy to face Globalization and save democracy : networking as shuttle to survive
- Finding effective methods of mobilising support and creating a “win/win” situation wherever possible for all the players in networking
- Gaining acceptance for the idea of risk-sharing/support in the crisis situations
- Creating a collective dynamic around social competitiveness by turning each intervention into a coordination tool or opportunity
- Improving the SOCIAL DIALOGUE, that’s gathering the different partners concerned around the negotiating table (e.g. at the level of a district, these would be inhabitants, elected representatives, associations, etc.) to enable them to jointly identify needs and fin out the solutions
- Setting up and implementing networks of community both through physical places--such as neighbourhoods, and cyberplaces--such as the Internet and social networking use

- Helping national, regional and local private and public stakeholders to assume their responsibilities for the sustainability of tourism production
- Ensuring adequate Impact Assessment of any relevant measure or initiative,
- Furthering the coherence of local policies in relation to the sustainable principles adoption
- Liaising, consulting and co-operating with bodies that represent the tourism industry and other stakeholder interests
- Adopting and favouring the transferability of the Agenda 21 application in the territories concerned
- Ensuring citizens and consumers participation in the measures adopted

1.6. Relevance of the action (max 3 pages)

The stakeholders need to consider the quality and consistency of their social capital

According to the World Bank definition social capital is "the institutions, relationships, and norms that shape the quality and quantity of a society's social interactions (World Bank, 2000)", especially through the "trust" indicators. Social capital is explicitly relational. It cannot be produced by individuals acting in isolation from one another. In sum, social capital reflects the value of cooperative social activity.

Families, communities and nations differ in their endowments of social capital. In some, the social networks that give rise to social capital are dense and efficiently organized. In others, levels of quality are low and the stock of social capital is meagre. Recent theory suggests that communities possessing relatively high levels of social capital will experience higher levels of economic performance and social welfare (other things being equal). The report on the different models of industrial relations and social dialogue in the European Union confirms the evidence of this statement (see the presentation in dias of the meeting).

The need analysis implies a Surveying on the Local Network Landscape

All the stakeholders of the partners need to analyze the state of local Networks in terms of number and size as well as their activities. The statistical analysis is based on data from a mix of sources including Local Network Annual Activity Reports, Local Network websites, the Network News etc. Specifically :

- Number of Local Networks per Region
- Number of Networks' Stakeholders per Region
- Number of Participants per Local Network
- Local Network capture rate
- Multi-stakeholder Participation
- Local Network Activities
- Local Network management
- Awareness-raising and outreach events
- Areas of Partnership Projects
- Learning : Learning platforms also provide a method for stakeholders
- Policy dialogue : In recent years, many networks have begun to promote public-private dialogues related to the business-society agenda. Increasingly, political or public issues are seen by the business community as relevant to their commercial future, for example in areas related to improving the business climate such as anti-corruption, as well as the role of the private sector in supporting development.

Networks are the essential means of linking one group of actors to others whom they affect. Beyond simple networks, partnerships require the commitment of the agents to work fully together to address problems and opportunities. This means they must accept long term structures that work toward sustained commitment to change and the achievement of quality. They must also accept an active commitment to changing the internal operations of each actor and helping other actors to change to achieve an improved system overall. Hence networking alone is the basic framework of the strategy, whereas partnerships require active participation.

Representatives of the Network will be the Local Authorities, Employers' Associations' members, Labour Organizations and Workers, Artisans' and SMEs Associations, Chambers of Commerce, Industry, Agriculture, NGOs of the social, cultural and ecological sectors, consumers Associations, the Trade Unions and Employers' Associations and the "third sector".

NETWORKING A MEANS OF :

1. RE-ESTABLISHING TRUST AND CREDIBILITY IN PRESENT GLOBAL CRISIS

With fast all the countries having undergone their most significant institutional, social, political and economic crisis in the running years, the Networking Policy could face tremendous challenges with a supplement of solidarity, “community” feeling and self-help organizations in the civil society.

Networking should rebuild trust between the public and the business sector for long-term success. In addition, the Networking is seen as beneficial in demonstrating that voluntary change processes are more effective than those imposed in a mandatory manner.

Networking paves the way to the following purposes:

- to promote the inclusion of European Union principles of governance in the policies and in business management
- to foster learning by member organizations
- to facilitate information, horizontal cooperation and the submission of Communications on Progress
- to promote the Public-private initiatives
- to stimulate corporate citizenship advocacy and promotion in the field of labour rights, unemployment and other important issues

2. ALIGNING POLICIES PROGRAMMES AND PLANS WITH EXISTING INITIATIVES

The application of the principle “subsidiarity” is based on key international documents pertaining to human rights, labour, and the environment developed by the UN, the International Labour Organizations, and the European Union. By planning and evaluating the Policies to be planned, involving all the existing initiatives in an integrated framework, could obtain more effective results with lower possible costs.

3. PAVING THE WAY FOR SOCIAL ENGAGEMENT

One of the main goals of the networking process is to raise awareness of corporate citizenship issues and many programmes of the local development could be implemented by participating stakeholders, especially for projects are related to:

- Equal opportunities for men and women, and the professional reintegration of women over the age of 45
- Professional development of young parents through flexible work practices.
- Social inclusion of young people with disabilities and adults with psychological disabilities
- Reintegration of workers who have lost their job in the obsolete productions etc.

Joint efforts, through cooperation teams, partners and members of the networks could organize a voice for those who can't speak out

4. LOCAL PROMOTION FOCUSING ON LOCAL PRIORITIES

The series of seminars and workshops of the Project can introduce the Networking and cooperation principles, promoting the principles of the social capital to the business community. In addition to providing the training on Networking methodologies, the seminars and activities also serve as a means to introduce the principles of the “bottom up” planning to the local development according to the real priorities of the area and communities concerned, involving and promoting the competencies of people, the creativity of the small businesses, the new enterprises and innovative education systems. Actually, the networking philosophy encourages : spirit of competence, respect and integrity.

The diverse ways which networks organize themselves indicates that there is no “onesize-fits-all” approach. Different models operate equally well in different contexts, just through the basic functionalities of a Local Networks.

5. USING THE FRAMEWORK OF THE NETWORKING TO FOCUS ON ATTRACTING RESPONSIBLE INVESTMENT (SOCIAL RETURN ON INVESTEMENT – SROI)

Networking favours and facilitates opportunities in the targeted areas. It is a best way to provide a unique and integrated platform fo negotiating with success in the following objectives :

- Exchange ideas and explore opportunities for investment and for developing multi-stakeholder alliances in the region.
- Learn about successful examples of responsible investments and cross-sectoral partnerships between businesses, NGOs, governments, and other institutions that use corporate citizenship business models

- Explore how donor initiatives can contribute to the promotion of socially responsible commercial investment and business partnerships for development
- Develop mechanisms to facilitate communication, coordination and cooperation

As a matter of fact, social capital consists of the economic potential embodied in social organizations and the norms of trust and reciprocity that animate them. In this view, the self organization of civil society is a necessary element of successful economic development, complementing the roles played by the state and the market.

Fortunately, globalization and democratization, both of which have made strong inroads in the developing world over the past two decades, each have the effect of enriching and enlarging the capabilities of the associationalism and networking processes.

But social capital accretes slowly. Whether the state or other actors can purposefully intervene to stimulate the accumulation of positive forms of social capital in civil society.

Tripartism and enlarged networking with the rest of the civil society are viewed as positive and even necessary complements to market activity. Markets function best if deeply embedded in civil society and certain types of cooperative associationalism.

Civil society provides the bedrock of trust, reciprocity and sociability without which markets cannot work effectively. The right kind of social networks reduce transaction costs and solve collective action problems. They compensate for instances of market failure. And they buffer the sometimes harsh, inequitable and unfair outcomes of market competition.

The project bases on the creation of a Capacity building about the issue of networking

The project intends providing assistance and training to the partners about the best and advanced techniques of networking.

Capacity building often refers to assistance which is provided to entities, which have a need to develop a certain skill or competence, or for general upgrading of performance ability. Most capacity is built by societies themselves, sometimes in the public, sometimes in the non-governmental and sometimes in the private sector.

Capacity Building is however much more than training and includes the following:

- Human resource development, the process of equipping individuals with the understanding, skills and access to information, knowledge and training that enables them to perform effectively.
- Organizational development, the elaboration of management structures, processes and procedures, not only within organizations but also the management of relationships between the different organizations and sectors (public, private and community).
- Institutional and legal framework development, making legal and regulatory changes to enable organizations, institutions and agencies at all levels and in all sectors to enhance their capacities.

Capacity building is defined as the “process of developing and strengthening the skills, instincts, abilities, processes and resources that organizations and communities need to survive, adapt, and thrive in the fast-changing world” .

The partners acquire experience on objectives, behaviours and the traditional competence that are implied in the social dialogue and networking (agreements, negotiation, communication, etc.) but also on objectives and competences in line with the new technologies, like the Social Network using Internet and the virtual communities.

Networks have a vital and creative role in deepening the engagement of all participants at the local level–making globalization inclusive –locally.

Networking, locally rooted, can be energized and used as a forceful tool in the making globalization locally. Networks are clusters of stakeholders who come together to advance governance and bottom up strategies at the local level. They perform increasingly important roles in rooting the local development within different national and cultural contexts, and also in helping to manage the organizational consequences of the private and public partnerships. Moreover, networking shows positive effects in creating opportunities for multi-stakeholder engagement and collective action.

They play an important role in facilitating cross-cultural Communication and in adapting the “transfer” of the best practices.

Therefore, the objective 3 of the three main components of the Call guidelines (Support to actions aiming at achieving more efficient cooperation, foster synergies and facilitate a structured dialogue in the area of development between civil society networks and local authorities associations from the EU and acceding countries, within their organisations and with EU institutions) is particularly implemented by the approach we have designed.

Moreover, the methodologies used can be a mainstream of innovative solutions for global replication and multiplication, because they undertake a variety of activities to contribute to the development of the networking in their local contexts, including:

- Identifying local priorities relating to responsible business practices
- Attracting new participants through outreach and awareness-raising activities
- Organizing learning and dialogue events
- Producing learning materials in local languages
- Mobilizing collective action on different priority issues
- Engaging and interacting with societal actors (eg governments etc) to promote the creation of an enabling environment for corporate citizenship,
- Raising public support and awareness within academia and other stakeholders through marketing and communication campaigns
- Motivating participating companies to develop partnership projects to contribute to the EU Development Goals
- Sharing information and exchanging experiences
- Showcasing on a global platform (on public websites, global tools and publications) good practice with regard to the implementation and partnerships at the local level
- Partnering with other networks in specific issues of interest
- Mentoring and sharing resources with new and less developed networks

During the activities, it will become clear that networking processes in the partners’ countries differ from each other in many ways, including the following:

- Framework conditions in their home countries
- Number of participating social and economic players
- The size of the participating stakeholders (e.g. CONFARTIGIANATO has a majority of SMEs while others have no SME members)

1.7. Description of the action and its effectiveness

The expected results should become tangible in a wide range of issues, perspectives and methodologies related to social capital and networks, with objective evidence on :

- how and where social capital is created and improved,
- social dialogue is applied in appropriate forms (Territorial Pacts and similar networking forms),
- territorial competitiveness is jointly purposed,
- the private/public partnership is adopted as normal tool for the governance and bottom up strategies,
- the impacts of social capital and networking upon economic development achieve remarkable performances, especially for the capacity for change in the labour markets as well as the implementation of political reform.

Concrete results should be also achieved in monitoring the dysfunctions related to social capital weaknesses and threats, such as exclusion from the social fields, obstacles to social innovation or structural and cultural changes that undermine social security. The concept of social capital shall be understood as an integral part of the structures of political, social and cultural power and the practices of the new economy. On the other hand, social capital can also been used to refer to the social and cultural capacity of

individuals, through a better orientation to the competencies' approach both in formal and informal education systems.

The possibilities for replication and extension of project outcomes are very high, according to the fact that partner organisations' websites can have a link to the project web. So the public will be able to be informed about each project step and the project partners will have a feedback from the public opinion.

If positive, as we hope and wish, many other local development agencies and authorities, which care the social development factors in their areas could imitate the practices adopted and ensure a lasting method of consultation.

The project outcomes will be multiplied and replicated through a number of different tools that constitute elements of the project itself:

- The publications of the projects;
- The dissemination activities;
- The Final Conference proceedings ;
- The workshops will include representatives from local administrations and the civil society organisations;
- The mass media: the involvement of the mass media in all public events will ensure that reports of project activities will reach a wider audience and promote the project outcomes to the general public.

However, there are also a number of other possibilities for replicating and extending project outcomes:

- The intention would be to extend the project results to all local authorities in the partners' territories, so that all social parties may be trained to the best pattern of social dialogue and networking forms (e.g. Territorial Pact, Agenda 21, European Economic Interest Group etc.) as possible.
- The partners would be expected to disseminate the lessons learned the training activities to their territories;
- The participation in the social networking will ensure that the project outcomes will be disseminated to a significant number of local authorities. This project could serve as an example of best practice and stimulate other regions to implement a similar initiative.

The project publications, such as the final project reports, the convention document and the manual of best practices concerning the procedures, the problem solving used, the feasibility of the activities implemented by the Partners in this project will be documents of continuous and lasting consultation.

The benchmarking will be used through the most modern methodologies of the common and unified strategic planning, like:

- GOPP (Goal Oriented Project Planning),
- EASW (European Awareness Scenario Workshop),
- OST (Open Space Technologies), DELPHI (Common "Vision" and Forecasting Systems),
- SWOT ANALYSIS, with comparison of the "complementary" capabilities of each other in the respective territories and communities,
- SOCIAL CAPITAL EVALUATION GRID, to explore the consistency and solidity of the cohesion and inclusion in the communities involved, with the main NGO and volunteers' organizations relevance in the interface between state and market.

The approach to the diversity and cross-cultural management of the local development policies, will be very useful for the "lateral" thinking, to remove the stereotypes, the obsolete forms of governance and decision making, the excess of conformity and repetitive patterns of the social and cultural relations or citizens participation.

One of the best paradoxes to be explored is the "**competitive advantages**" of the backward communities in Europe, especially the small minorities, which have particularly refined the "**survival**" **strategies** in the economic and social marginalization, identity resistance among oppressive homologation attempts and a strong solidarity in their own communities.

Our partnership will be clearly oriented to focus its research on these special “clusters” : both social , normally created along the ethnic enclaves, and economic, diffused also in our region (Veneto) as specific form of local development strategy through the so called “**industrial districts**”, which are born as networking of many (sometimes thousands) small enterprises and businesses, with complementary and detailed cooperation towards the external markets, though a very propulsive competition with each other in the technologies’ innovation : both the experiences are the expression of the “**intelligent community**” proposed by the Green Paper on Innovation⁸ in 1995.

The final purpose of the partnership should be the constitution, in the territory of every Local Authority or Partner of a Committee for the promotion of the networking forms similar to the Territorial Pacts or Integrated Territorial Projects, with the adoption of all the methodologies above mentioned and the Agenda 21 operational set, in order to ensure the start up of the participatory experiences of local development, already successfully carried out in the territory of the applicant.

Detailed description of activities

a) Preparatory Phase

Activity 1: Kick-off Meeting between Project Partners

The first project meeting is an opportunity to share the plan for leading the project to a successful completion. We should take advantage of this one-time chance to energize the group, set proper expectations, and establish guidelines that will help complete the project on time and within budget. Specifically :

- Formally appoint the team responsible for project implementation;
- Establish the necessary institutional framework for project implementation and distribute responsibilities;
- Prepare a detailed implementation schedule (time, inputs, results) with project milestones;
- Conclude a formal Partnership Agreement specifying practical details concerning financial management issues, division of responsibilities, deadlines etc.
- Sign the contracts between the Applicant and all the partners:

During the Kick-off Meeting, the project will establish a **Project Steering Committee** which will consist of representatives of the organizations and institutions which are members of the partnership.

The kick off meeting will establish the detailed agenda for the Activities.

One of the initial tasks of the Project work team will be to establish the project web space in order to achieve greater impact in the communication of information about the project results from the beginning. The web environment will address the work of partners and will provide linkages through their own web sites and to similar organisations in the Member States and the Candidate States. The web space will be in the partners’ languages and will be maintained and up-dated by the partners.

Location: Jesolo (Venice - Italy)

Organisational responsibility: Europa Office CONFARTIGIANATO

Partners involved and experts : Representatives of all the partners

Effects and results to be achieved: Team building, common “vision” sharing, tasks and duties assigning to each partner and expert (Breakdown structure per partner and per expert)

Duration: 2 days.

Activity 2: Presentation Meeting of the networking experience of the Territorial Pact Eastern Venice

The staff of the Lead partner will prepare and organise the presentation of the experience of the Territorial Pact Eastern Venice : its constitution, the mission strategy, the networking building with private and public partners, the organizational structure, the staff, the management, the functioning, the auditing activities,

⁸ European Commission, Green Paper on Innovation, December 1995.

the relations with European Union and Ministries, the impact on the local development in the sectors involved.

The Territorial Pact was created in 2001 and it is still functioning : its mission is to ensure a continual dialogue between Local Authorities and all the socio-economic partners: it is widely acknowledged throughout the EU as being an excellent example of how to facilitate socio-economic development through the creation of public-private partnerships. The territorial pact of the Eastern Venice involves twenty North-Eastern Italian municipalities (Annone Veneto, Caorle, Ceggia, Cinto Caomaggiore, Concordia Sagittaria, Eraclea, Fossalta di Piave, Fossalta di Portogruaro, Gruaro, Jesolo, Meolo, Musile di Piave, Noventa di Piave, Portogruaro, Pramaggiore, San Donà di Piave, San Michele al Tagliamento, Santo Stino di Livenza, Teglio Veneto and Torre di Mosto). According to the 662/96 Italian Law, the *Patto Territoriale* is an “agreement promoted, not only by the local authorities, but also by social partners and other public and private organizations”.

The target groups correspond to the most important players of the feature of our local economy and local development programmes.

Municipalities and public authorities play a strong role in driving and yielding this integrated system : their commitment is the basic success factor of the effectiveness of this integration.

Human resources management and training facilities are supplied in all the sectors , to face the present lack of manpower , the reconversion of their skills, to innovate the products and processes, to favour the employability of jobless people, to start up the self-employment actions.

Problem solving and best practices could be ;

Strategies for tackling unemployment : this is the first and more tangible priority of the programme we propose, but, at the same time, we are up to ensure **a mutual cooperation** in :

- SME support and development
- Development and tourism strategies, by a transfer of our specific know how and best practices in rural, cultural and coast tourist destination promotion and management
- Economic development with focus in 4 main issues : manufactures, hotel & catering industry, agriculture, craft
- Education : plans and programmes of job creation, self-employment forms , new enterprises incubators, consortiums and networks

In particular the Territorial Pact methodology will focus upon:

- An ex ante evaluation of the institutional, technical, human resource and financial capacities of the local authorities ;
- Identifying all of the relevant socio-economic partners for a networking strategy (public and private) ;
- Identifying the local level social partner organizations, professional associations and representative structures in Civil Society;
- A feasibility study of the possible legal basis for the Networking forms under existing legislation in the partners' countries ;
- A feasibility study of the possible legal basis for the future Network between all the partners (e.g. European Economic Interest Group) ;

The adoption of a local approach to the development rises from the deep conviction that any area of the world, however poor, is up to managing an autonomous and genuine development process, thanks to the methods which enabled our communities to come out of underdevelopment for six basic reasons :

- the starting point is a rural society in very backward state
- the transition from a backward situation to development necessarily passed through small firms & businesses
- the flexibility of connections between the different activities : decentralization, capillary pattern of business, productive reconversion, minimal survival strategies as permanent help (gardening, breeding, workshops at home etc.)
- the family context and small scale capital contribution and credits
- special attention devoted by local government, agencies and “ gremial “ associations, which all facilitated the birth, the growing and the consolidation of this system and networks, because this

type of undertaking creates many jobs (their own jobs).The job creation favours the self-esteem of the workers and favours also self-employment solutions

- cooperation between businesses : purchase of raw materials, transfer just in time of innovations, financial common trusts, incubators.

The assimilation and adaptation of the know how of the Eastern Venice economy and development model (bottom up), to the cultural conditions and local resources of the regions of the partners , will permit a transition more appropriate, effective and suitable than every other model top down.

Both the experts and the businessmen, who participate to the TERRITORIAL PACT AUTHORITY staff and networks, represent the synthesis of that process, not so much as a cognitive expedient, but rather as an existential knowledge and competence. Some of them are to be regarded as the leading spirits which distinguished themselves in the most significant way during the progression, step by step, of the cultural and economic metamorphosis of north-eastern Italy.

All the success factors of the “ **district model** “ will be available from the people who were directly players and pioneers.

Location: Sempeter Pri Gorici (Slovenija)

Organisational responsibility: RRA SEVERNE PRIMORSKE

Partners involved and experts: all the partners involved, in particular municipalities and County Councils staff

Effects and results to be achieved : Awareness of the tangible impact of the networking strategy in local development, transferability and feasibility of the model in other social and economic contexts, know how of the bottom up governance.

Duration: 2 days.

Activity 3: Workshop of benchmarking on the partners' experiences and their models of networking and social dialogue practices

In this first phase of the project, the experts of the project partners will meet in order to share, through the benchmarking methodology, a detailed appraisal of the socio-economic and institutional networking existing on the partners' territories and their practices.

The Appraisal will provide the informational base necessary for the exchange of the best practices of social dialogue among the project partners and the establishment of the “Social Networking”.

This project activity will be carried out by the partner experts with the support of external experts, with competences in the networking and social dialogue models.

Benchmarking as strategy for continual improvement of the social dialogue and networking policies

In the modern vision of the social dialogue, the experiences of new forms and tools in this field are increasing day by day, especially in the form of “social networks” and blog's people, as the example of the “avatars” solidarity between citizens in different continents.

Benchmarking is the most important tool to implement a strategy for improvement. However, we have some considerations to do on this subject and draw the attention of the experts to the limitations of the benchmarking programmes.

We could summarize these limitations to the following aspects:

- *Relativity*
- *Transferability*
- *Reversibility*

The relativity is implied in the concept of benchmarking, that is a “methodology” to join the best.

The best in absolute does not yet exist: all the partners involved in this programme are asked to continue their creative work and to “shape” their activities according to their own reality, institutional and social conditions, the different stage where they are, looking for the “harmonization” in the diversity: the social dialogue is a result of a “process”(generally slow and gradual).

The same consideration should be made for the “*transferability*”: it is easier to transfer processes concerning the production of the industry than the processes of the policies, because of the elements of the culture, institutional setting, creativity or other skills which cannot be reproduced out of their milieu or

social capital. Every nation (even every “man”) has its own pace in its own historic processes. The exchanges on the social dialogue forms should be a co-operative path more than a competition about the “best-in-class”.

As far as the “reversibility” is concerned, we can have a society, that can show excellent practices of the social dialogue now, but not after a certain period. The exchange of experiences and the continual co-operative programmes like the present one, could ensure and stimulate a work-in-progress in the way of the social dialogue.

Networks are the essential means of linking one group of actors to others whom they affect.

Beyond simple networks, partnerships require the commitment of the agents to work fully together to address problems and opportunities. This means they must accept long term structures that work toward sustained commitment to change and the achievement of quality. They must also accept an active commitment to changing the internal operations of each actor and helping other actors to change to achieve an improved system overall. Hence networking alone is the basic framework of the strategy, whereas partnerships require active participation.

The possibilities for replication and extension of project outcomes are very high, according to the fact that partner organisations’ websites can have a link to the project web space. So the public will be able to be informed about each project step and the project partners will have a feedback from the public opinion.

If positive, as we hope and wish, many other local development agencies and authorities, which care the social development factors in their areas, both in our region and in the other countries could imitate the practices adopted and ensure a lasting method of consultation.

The project outcomes will be multiplied and replicated through a number of different tools that constitute elements of the project itself:

The participation in the social networking will ensure that the project outcomes will be disseminated to a significant number of local authorities. This project could serve as an example of best practice and stimulate other regions to implement a similar initiative.

The project publications, such as the final project reports, the convention document and the manual of best practices concerning the procedures, the problem solving used, the feasibility of the activities implemented by the Partners in this project will be documents of continuous and lasting consultation.

THE GLOSSARY OF THE BENCHMARKING PROGRAMME

BEST PRACTICE :

“A process to measure rigorously your performance versus the best-in-class companies and to use analysis to meet and surpass the best-in-class“.

An organisation that presents a Best Practice is not necessarily the best in each area; in reality, such an organisation does not exist. There follows the necessity and the usefulness of an exchange, someone that can show Best Practices in some given processes or performances and someone else in other processes or performances.

The European Union stimulates and promotes continuously the best practices exchanges between institutions, organizations and enterprises in Member States, in order to facilitate, to favour and to improve both public and private governance styles: as far as public institutions are concerned, the major interest of the EU is to introduce and ensure the democratic consistency and effectiveness of them with respect to citizens’ well-being.

BENCHMARKING :

The concept of ‘Best Practices’ comes from the benchmarking method, which is used by management sciences and quality systems.

Originally, the word benchmarking was used in topography to indicate a distinctive sign on a wall or a tree, a stone or a building which served as a reference point for the position or the height of an observer, with respect to relieves as well as tides, floods, roads, landscape architecture etc.

Today it is used as a synonym of ‘comparison based on the Best Practices’ in an organisation, a firm, a team: therefore, benchmarking is an improvement process in which an organization measures its performance

against the best organizations in their field, it determines how those organizations achieved their performance levels, and it uses information to improve its own performance.

Benchmarking has become a management instrument as it supplies information which helps managers of a public or private organisation to know ‘where they are’ with respect to leader organisations or organisations which belong to their competitors’ systems and which are more successful with their clients, customers, citizens, guests, visitors etc.

- SBA

Strategic Business Area: it is the management area which represents the specific subject of benchmarking and of the Best Practices to adopt. In the case of our programme, it refers to the most innovative and effective models for a quality management of social dialogue and for a type of co-operation and networking whose aim is to favour the best problem solution for its success.

- PDCA or Deming Cycle

W. Edwards Deming, an American, is considered one of the fathers of Quality Systems. One of his proposals - or concepts - is to offer managers and project leaders a methodology about how thinking must proceed to create continuous improvement (which is one of the pillars of Quality Systems). The PDCA is the acronym of 4 words : PLAN, DO, CHECK, ACT. This rule is usually visualized through a ‘loop’ as each stage influences the next and so on. Deming has recently re-termed them — Plan, Do, Investigate, and Adjust.

The project team will be engaged in the following communication activities:

- **The use of News Letters**

The partners will use news letters in all the languages. It will be also a sort of “house organ” of the Partners, to ensure the precise and clear information for the target groups, for the officials, for the communities involved .

- **Elaboration of a manual of best practices**

A manual or handbook of the best practices concerning the procedures, the problem solving used, the feasibility of the activities implemented by the Partners in this project.

1st Workshop – Benchmarking Seminar:

Location: Pardubice (Czech Republic), Kosice (Slovakia) and Brasov (Romania)

Organisational responsibility: Univerzita Pardubice (University of Pardubice), Technická univerzita v Košiciach (Technical University of Kosice) and Universitatea Transilvania din Brasov (Transilvania University of Brasov)

Partners and experts involved : Representatives of all the partners at “experts” and Local Authorities level

Effects and results to be achieved : an intensive exchange on the best practices existing in the partners’ territories, learning by doing the necessary competencies for the networking strategies

Duration: 3 days for the workshops and 15 days for the preparation in situ..

b) Main Events

Activity 4: Application of the Delphi Methodology for strategy cooperation

Following the Study of the partner models, the project team will organize 3 workshops ,the purpose of which will be to discuss with the external experts of the Delphi Methodology strategy cooperation, that is a systematic interactive forecasting method for obtaining forecasts from a panel of experts. The external experts will explain how the following workshops will be prepared and organized with respect to this method and will present the means which will be used in the workshops, such as the questionnaires given to the partners representatives who will be engaged in the main events.

The following key characteristics of the Delphi method help the participants to focus on the issues at hand and separate Delphi from other methodologies:

- *Structuring of information flow*
The initial contributions from the experts are collected in the form of answers to questionnaires and their comments to these answers. The panel director controls the interactions among the participants by processing the information and filtering out irrelevant content. This avoids the negative effects of face-to-face panel discussions and solves the usual problems of group dynamics.
- *Regular feedback*
Participants comment on their own forecasts, the responses of others and on the progress of the panel as a whole. At any moment they can revise their earlier statements. While in regular group meetings participants tend to stick to previously stated opinions and often conform too much to group leader, the Delphi method prevents it.
- *Anonymity of the participants*
Usually all participants maintain anonymity. Their identity is not revealed even after the completion of the final report. This stops them from dominating others in the process using their authority or personality, frees them to some extent from their personal biases, minimizes the "bandwagon effect" or "halo effect", allows them to freely express their opinions, encourages open critique and admitting errors by revising earlier judgments.

The method foresees a personal considerations about some topics concerning:

- the political scenario,
- the economic and financial scenario,
- the socio-cultural scenario about the quality of the social capital.
- the capabilities about the networking creation.

The contents of the DELPHI methods will be the core topics of the realization of an excellent social dialogue, such as the local development, the location and allocation strategies, the role of the private and public partnership, the human resources development, their competences, the new employment basins, the industrial relations, the globalisations, the migration flows and the governance.

In the two workshops the partner experts will answer questionnaires in two or more rounds. After each round, a facilitator provides an anonymous summary of the experts' forecasts from the previous round as well as the reasons they provided for their judgments. Thus, participants are encouraged to revise their earlier answers in light of the replies of other members of the group. It is believed that during this process the range of the answers will decrease and the group will converge towards the "correct" answer.

The person coordinating the Delphi method can be known as a facilitator, and facilitates the responses of their panel of experts, who are selected for a reason, usually that they hold knowledge on an opinion or view. The facilitator sends out questionnaires, surveys etc. and they follow instructions and present their views. Responses are collected and analyzed, then common and conflicting viewpoints are identified. If consensus is not reached, the process continues through thesis and antithesis, to gradually work towards synthesis, and building consensus.

Delphi Technique will :

- enhance the contribution of each partner in designing and purposing the social dialogue strategy compare the "vision" and philosophy of the different participants about the social dialogue an networking goals and implementation
- balance the strengths and weaknesses of the own vision by means of the strengths and weaknesses of the vision and suggestions of the other partners
- find a possible and feasible break-even-point between the different (even) opposite organisations, as simulation game for the negotiation methodologies to be adopted in their own local networking processes.

The Project partners will put in place a series of monitoring and internal evaluation mechanisms based upon the principles of the the procedures for follow up/monitoring and internal/external evaluation.

2nd Workshop : Delphi methodology for strategy co-operation

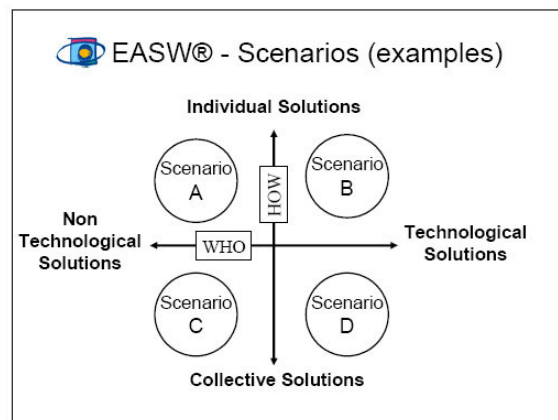
Location: 1 workshop in Jesolo and 1 workshop in Venice (Italy) and 1 workshop in Nova Gorica (Slovenia)
Organisational responsibility: Confartigianato – Associazione Artigiani e Piccole Imprese del Mandamento di San Donà di Piave (Association of Crafts and Small Enterprises of San Donà di Piave) and RRA severne Primorske Regijska Razvojna Agencija (Regional development agency of Northern Primorska)
Partners and experts involved: a selected group of experts and civil servants (2-3 for each partner) for the first (preliminary) and second phase of the method and a Delegation of key representatives for the final debate on the outcomes
Effects and results to be achieved : the use of the strategic thinking in the planning, programming and budgeting for the local development actions and purposes, learning the dialogue and negotiation platforms in policies and governance style and applications.
Duration : 3 days for the workshops and 15 days for the preparation in situ..

Activity 5: Application of the European Awareness Scenario Workshops

Following the application of the first training method, the project team will organize 3 workshops, the purpose of which will be to discuss with the external experts of the EASW (European Awareness Scenario Workshops) method, that consists of a series of participatory techniques that create an environment favourable to change, innovation and creativity, so facilitating the decision process by a group. The external experts will explain how the following workshops will be prepared and organized with respect to this method.

The EASW methodology consists in the following phases:

- Scenario development
- Mapping of stakeholders and local organisation
- EASW workshop – Formulation of visions and elaboration of ideas



The first two phases will be preparatory to the EASW workshop and will be carried out in the second two-days EASW seminar.

In the phase of the scenarios development hypothetical scenarios are created so as to stimulate participants in their choice of possible ways to go in the future. This phase takes place before the workshop with a restricted number of participants and experts on the subject. The scenarios are elaborated with the help of two axis, the first one is related to “HOW” local contexts will undergo change (e.g. technological versus organisational solutions) while the second indicates “WHO” will carry out the proposed action (individual versus collective and networking action).

In the phase of the mapping of stakeholders and local organisation the participants need to identify the key actors with respect to the subject to be dealt with.

Below an example of potential participants of a workshop:

- Administrators and institutions (local administration)
- Technical and experts (provider of competencies), i.e. University professors
- Private sector (economic stakeholder), i.e. Trade associations
- Civil Society (social and environmental stakeholders), i.e. Associations and Trade unions and NGOs.

The workshop will have a length of two working days. The organisation and management of a workshop requires a strong teamwork as there are numerous actors, stakeholders and participants. The workshop will be co-ordinated by an external expert who guarantees the methodological coherence, impartiality and the respect of time.

During the workshop participants elaborate visions and develop ideas and actions.

In a first phase the interest groups elaborate a vision for a possible future in a ten years time horizon. In this session, via the application the double interview technique, possible barriers to change are identified (negative visions) as well as the objectives, that can be very ambitious, to be reached (positive, idyllic visions). Participants are encouraged to express themselves in a creative way inside their group, respecting the time frame of the methodology. Time limits help participants to streamline the discussion and collaborate with each other. The visions so elaborated, even the most fantastic ones, are presented to all other participants in a plenary session during which each group tries to promote its own objectives. The common visions developed by the interest groups are collected and structured; they provide the starting point for the thematic areas in the next session.

In the launch of ideas and actions participants are subdivided into four thematic groups (e.g. innovation, training, valorisation, governance) that are heterogeneous (at least one participant of each interest group). The groups elaborate ideas and concrete projects to reach the objectives and visions developed in the previous session. Participants are asked to point out what should be done, by whom and in which way. In other words participants are required to identify resources, instruments they are ready to commit for a project. An internal negotiation process within the group helps selecting the five most convincing ideas (priorities). The latter are presented on a poster during a conclusive plenary session. Participants listen to the presentation of all ideas presented and select/vote for five ideas they consider most important and which become the base for the activation of local, commonly agreed initiatives.

The purpose of the European Scenario Workshop is:

- to exchange knowledge, opinions and ideas among social partners involved, experts, policy makers and third sector representatives;
- to identify and discuss the differences and similarities of problems and solutions as perceived by the different groups of participants;
- to identify and discuss the major barriers to the social dialogue in the modern “globalization”;
- to generate new ideas and guidelines for future actions, policies and initiatives both on a local, national as well as the EU level;
- to enhance a public debate in the local communities on social dialogue strategies in the near future and the role of the networking process therein.

3th EUROPEAN AWARENESS SCENARIO WORKSHOPS establishment and running:

Location: in the different countries.

Organisational responsibility: Local partner for each workshop to be done

Partners involved: Delegation of key representatives of each partner

Effects and results to be achieved : aligning the networks’ members to a common vision, finding out creative solutions for the respective weaknesses, establishing guidelines for future actions, policies and initiatives both on a local, national as well as the EU level, identifying the differences and similarities of problems and solutions perceived by the different groups of participants, being able to overcome the major barriers to the social dialogue in the modern globalisation

Duration: 1 day for every workshops and 15 days for the preparation in situ.

Activity 6: Workshops for the preparation and implementation of the Agenda 21 methodology :

The Project lead partner will organize a workshop in order to share with the partners the positive and successful experiences of the Agenda 21, as methodology for the community mobilisation and networks creation for the local sustainable development.

The adoption of Agenda 21 could be considered one of the best expected results of our project.

For the sustainability of local development, local authorities and the private sector are the key stakeholders. To this end, they need specific orientations and guidelines as a result of a multistakeholder voluntary process broadly based on regional, local and non-public stakeholder involvement. Bodies representing the industry, regional and local authorities and civil society interests need to involve

themselves with commitment in this process, contributing with their knowledge, experience and views and promoting the messages to public and private players at the various territorial levels.

The adoption of the Local Agenda 21 is a tool for the bottom up governance and aims to achieve the following objectives:

- Prevention: through a strategic and long-term view, avoiding destruction of the natural resources of the territory and adapting the products to the emerging values
- Revitalisation: by enhancing the value of and reusing the existing territorial capital and competitiveness, restoring the urban network and road system, as well as the external image of the city and sites, protecting cultural and natural heritage, create value with suitable and compatible investments
- Diversification: the economy cannot be only one sector oriented, it is necessary to revitalise all the local economy resources..
- Innovation of the municipal governance

The 'political' and social model adopted by the local Government is called 'diamond of sustainability': this is an example of a bottom up approach and of respect for subsidiarity. In the middle of the diamond there is the citizens and consumers' 'Forum' and the 5 terminal points are represented by:

- environment
- cultural heritage
- urban system
- social and cultural development
- economy and tourism.

The planning development is considered from three different points of view: risk (present), tendency (desirable), and future (renewal and intangible values).

All the resources (water, energy, etc.), mobility (internal and external transport), the environment (rural, urban, waste disposal, quality of bathing waters, etc.) are analysed and monitored with precise parameters and pre-established objectives.

2nd Stay in Italy and visit tour :

Location: Jesolo (Venice - Italy)

Organisational responsibility: Europa Office CONFARTIGIANATO

Partners involved : Delegation of key representatives of each partner and Staff of the experts of Agenda 21

Effects and results to be achieved : learning very carefully the methodology of Agenda 21, through the practical experiences set up and carried out by several Municipalities of the Eastern Venice (Venice, Jesolo, San Stino, Caorle etc.), evaluating the effectiveness of the Agenda 21 in the social and economic mobilisation and awareness

Duration: 2 days of seminar and 2 days of visit tour. Besides 10 days for the preparation of the seminars.

Activity 7: Application of the Goal Oriented Project Planning method

Following the application of the EASW, the project team will organize 3 workshops, the purpose of which will be to discuss with the external experts of the GOPP (Goal Oriented Project Planning) method, that consists of a consultation method which enables participants to continue to govern the continuous learning and change process and to define concrete actions to reach the expected objectives. The external experts will explain how the following workshops will be prepared and organized with respect to this method.

The one or two-days GOPP Workshops will involve the key-actors of the workteam that have a crucial role to make the project successful. The person coordinating the workshop can known as facilitator and will be one of the external experts.

During the workshops the participants will be engaged in the visualization technique: it consists in using large sheets of sticky papers put up the walls. The participants, who form a semicircle, use coloured boards

to write down their recommendations in the different phases, from the analyse of problems to the proposal of solutions. The different ideas attached to the sticky wall are visible by the work team that can move or unite them according to their needs.

It is clear that using this technique can reinforce the communication and the convergence in the work teams and it is particularly efficient to analyse problems, to suggest proposals, to evidence risks and elaborate solutions in relative short times.

The purpose of the Goal Oriented Project Planning method is:

1. Creating common understanding of the proposed plan or recommendations
2. Determining obstacles to progress or to acceptance
3. Improving the plan or incorporating recommendations and testing for risk
4. Agreeing on concrete next steps needed to take the process forward

The consultation will need to find ways to:

1. Incorporate all partners views and knowledge in order to make the best possible plan;
2. Create trust and confidence among the partners and lay the basis for sound and productive working relations
3. Learning by doing the negotiation techniques for consistent networking creation
4. Create a detailed plan of actions which permits the GO/NO-GO decision to be taken and the work to be done.

Workshop : GOPP

Location: Pardubice (Czech Republic), Kosice (Slovakia) and Brasov (Romania)

Organisational responsibility: Univerzita Pardubice (University of Pardubice), Technická univerzita v Košiciach (Technical University of Kosice) and Universitatea Transilvania din Brasov (Transilvania University of Brasov)

Partners involved : Delegation of key representatives of each partner and Staff of the experts of GOPP methodology

Effects and results to be achieved : learning very carefully the methodology of GOPP, as excellent tool for the consultation as teamwork, as negotiation and as participatory planning

Duration: 3 days for the workshops and 15 days for the preparation in situ.

Activity 8: Application of the Open Space Technology

Following the application of the GOPP, the project team will organize 3 workshops, the purpose of which will be to discuss with the external experts the interested themes using the OST method (Open Space Technology) method.

In Open Space, a facilitator explains the process and then participants are invited to co-create the agenda and host their own discussion groups. Discussions are held in designated areas or separate rooms known as 'breakout spaces' and participants are free to move amongst the discussion groups. Each group records the conversations in a form which can be used to distribute or broadcast the proceedings of the meeting. Online networking can occur both before and following the actual face-to-face meetings so discussions can continue seamlessly. At the end of the day the full group reconvenes for comments and reflection. This helps participants to re-engage in the full group over the duration of the meeting.

While the mechanics of Open Space provide a simple means to self-organize, it is the underlying principles that make it effective both for meetings and as a guidepost for individual and collective effectiveness.

The absence of plans and schedules are in reality just apparent, since the OST is a method to manage meetings and organisations strictly structured. It uses in fact so natural and congenial procedures for men and their way to work, that they are not even noticed.

It is obvious that the most relevant characteristic of the Open Space is its ability to give strength, to create effective connections, to strengthen the visibility and the sustainability of what is happening within the skull sessions: planning and action, learning and ability to do, interest and responsibility, participation and performance.

Workshop : OST

Location: Pardubice (Czech Republic), Kosice (Slovakia) and Brasov (Romania)

Organisational responsibility: Univerzita Pardubice (University of Pardubice), Technická univerzita v Košiciach (Technical University of Kosice) and Universitatea Transilvania din Brasov (Transilvania University of Brasov)

Organisational responsibility: Local partner

Partners involved : Delegation of key representatives of each partner and Staff of the experts of OST methodology

Effects and results to be achieved : learning very carefully the methodology of OST, as excellent tool for the brainstorming technique, creative thinking, collective motivation and mobilisation, assembly and group effective management

Duration: 3 days for the workshops and 15 days for the preparation in situ.

Activity 9: Transferability and dissemination activities

The Project team will participate in the following dissemination activities:

Elaboration and Updating of the Website

In order to achieve greater impact in the dissemination of information about the Network, a website will be constructed by technical staff of the different partners. The website will address the work of the Network and will provide linkages through to similar organisations in the Member States and the Candidate States. The web-site will be in English.

Publication of brochures and publicity materials

The Applicant, together with partners, will assume responsibility for drafting and publishing 2 brochures describing the work of the Network. These will be circulated to local organisations, but will also be translated and published in the respective languages.

Media planning :

- Local press (in all partners territories): articles, press conferences
- Radio and Television (regional and, if possible, national): interviews, emissions on the project
- News Letter : a sort of “house organ” of the Partners, to ensure the precise and clear information for the target groups and the communities involved .
- Videotapes : the most relevant moments of the project will be recorded

Reports :

- The reports of the meetings and workshops will be at disposal and diffused as well as a Final Project Report
- Minutes: the minutes of the workshops will be at disposal and diffused through the web

Manual and guidelines :

Manual, guidelines or handbook of the best practices concerning the methodologies used, the Territorial Pact procedures, the European Economic Interest Group constitution, the feasibility of the activities implemented by the Partners in this project, will be published and shared.

Examples :

- *Publication of the guidelines for the Territorial Pact realization*
The Lead Partner will assume responsibility for drafting and preparing the guidelines for the Territorial Pact setting up and carrying out : they will also be translated in English and published on the project web space. A certain number of annexes will be offered to all the partners, concerning the procedures adopted, the participatory forms, the difficulties met, the agreements achieved on the different programmes purposed.
- *Realization of Manual for the AGENDA 21 application*

The documents of the UN summits about the Agenda 21, together with the reports on the experiences carried out by the applicant, will be distributed and published

Realization of videotapes

The most relevant moments of the project activities will be recorded and published on the project web space, especially the videorecord of the Workshops and Seminars (EASW,GOPP, AGENDA 21,OST), in order to disseminate the methodologies therein.

Preparation and organisation of the Project closing Conference

The Closing Conference will serve a number of purposes and will reinforce many of the activities described above.

- ✓ it will provide an opportunity to present a progress report, not only on the project's achievements, but more particularly upon the work of the Network;
- ✓ it will provide an additional opportunity to disseminate information to key actors of civil society organisations;
- ✓ it will offer an opportunity to publicise the work of the Project amongst the general public;
- ✓ it will allow the possibility to transfer knowledge and experience to other local authorities and to the national administration in the neighbourhoods of the partners.

The Conference will aim to attract the widest possible audience: local authorities, Ministry officials, social partner and civil society organisations, the mass media.

A representation of the European Commission will be invited.

Final Conference:

Location: (to be decided): if applicable, by the EU's Assembly of Regional and Local Representatives in Brussels

Organisational responsibility: Staff composed by experts of all the partners

Partners involved : Delegation of key representatives of each partner and Staff of the experts

Duration: 1 day and 5 days for the preparation

1.8. Methodology (max 4 pages)

The methods of implementation and reasons for the proposed methodology are:

EASW, AGENDA 21, GOPP and OST methodologies and their effects related to the Project purposes :

All three forms of consultation share a common structure and require the same underlying skills. However, each also requires its own approach.

- **Networking as teamwork:** In a partnership meeting, there is usually a higher degree of existing collegiality, and the partners have worked together extensively (at least in the period immediately preceding the meeting). The problems faced in such a meeting are related to typical team-related issues, such as specific performance goals, common approach, openness of dialogue and an understanding of the abilities, strengths and weaknesses of each team member. The result of such a meeting is **agreement in the team (extended to network)** on proposals for action and next steps. The output is often a report, memorandum, minute or other document which will be used in the respective organisations that the team members come from;
- **Networking as negotiation:** In a negotiation, two (sometimes, in complex situations, more than two) parties face each other with mandates to take decisions (within given frameworks) and then engages in a contest to see which will win (and which will lose), according to the Games Theory. In consultations which are primarily negotiations, it is essential to use skills of negotiation on the principle and not on the position. The desired results of a negotiation are, of course, a wise agreement, arrived at efficiently and which enhances (or at least does not degrade) the relationship between the negotiating parties. A wise agreement is one which meets the legitimate interests of the negotiating parties as much as possible, resolves the conflicting interests fairly, will be sustainable (durable or lasting) and is in some way for the

general good. The output of such a meeting is an agreement (or draft minute of agreement, if the negotiators are not mandated to sign off on the agreement themselves, which is often not the case), ideally conform with a **“win-win” result**;

- **Networking as participatory planning:** Finally, networking may involve many different actors with varying degrees of mandate and decision-making power. This approach to networking tackles the problem of many parties, unclear situations, and widely varying interests. It is mostly needed in situations where the solution is not immediately obvious, and the differences between multiple parties must be bridged prior to proceeding to agreement. The desired result of such a participative meeting is clarity on the situation, agreement about the possible courses of action and recommendations on the next steps to take. A participatory meeting or workshop might be able to take decisions, but only if the parties involved all have similar mandates from their respective organisations. Often negotiation or further teamwork will be needed subsequently to bring about the desired agreement in detail. The output of such a workshop is a series of charts or overviews of the matters discussed. In these settings, the leader is most like a workshop facilitator or a coach, enabling group discussion to take place. This works only when the leader is seen as a neutral person.

An overall assessment of aspects emerged from the different approach to the Project components and objectives of the European countries seems necessary. In order to ensure a continual improvement of our project and set up an accountable evaluation system of our work in progress, we propose the following monitoring and internal/external evaluation systems :

Defining some basic assumptions :

1. First of all, it is necessary to define very precisely what is co-operation between public and private players and partners of the networking process, in order to “measure” or evaluate the degree of awareness and implementation of that concept ;
2. It is also necessary to promote a set of common competences between social actors involved in the networking practices, in order to bring them to co-operate with each other on common and consistent basis and add value to their partnership ;
3. It is furthermore necessary to define what outputs are to be measured and what indicators to base measurement on ;
4. A greater attention should be paid to the “corporate social responsibility”, as new vision about the role of the networking strategies.

Defining the indicators of evaluation system

Setting up a common framework for the evaluation system of the dialogue and co-operation should be evaluated according the following indicators of quality :

- levels of transparency in our communication and information system and degree of clarity, evidence, and relevance of the relationship and communication
- levels of trust between the partners and social actors involved : high levels of trust lead to more transparency, and that has a direct impact on the quality of the co-operation between the partners
- degree of coherence and adequacy of the programs, projects, actions of each player to the co-operation and dialogue philosophy and vision
- degree of commitment and corporate social responsibility for the programmes proposed
- degree of pro-activity towards each other

An encouragement must be drawn from the meetings and seminars of the Project, in order to proceed with a certain confidence to the definition of common tools to evaluate the actual situation of each player in the experiences and proofs. This is the reason why we will introduce also the ethic and social accountability systems (e.g. CSR - Corporate Social Responsibility) in our evaluation tool.

Rational and juridical approach to the social relations are insufficient to ensure the accountability of the interactions, if the “moral feelings” (just to use the expression of the fathers of modern democracy and capitalism, Adam Smith, Stuart Mill and others) do not enable the commitment and responsibility to be steady and internalized. Even economics is interested to introduce, after the ROI index (Return On Investment), also the SROI index (Social Return On Investment)..

Evaluation tool is a sort of contractual code

The parties find a reference point to assess the coherence, pertinence, and effectiveness of their reciprocal behaviors and interactions. This will lead to:

- ⇓ *an innovative social dialogue towards a continual improvement;*
- ⇓ *an assertive approach (win-win methodology against the win-lose and lose-lose approach)*
- ⇓ *a true and transparent debate, even hard*
- ⇓ *an open-minded vision*

We have to consider the “system” as a whole, where the parts are necessarily interactive and related to each other: the quality of this “meta-organization” is also required, with its own philosophy, principles and processes.

QUALITY STATEMENTS, INDICATORS AND THE EVALUATION METHODOLOGY

Normally indicators are composed in clusters (groups of indicators concerning the same area of behaviors) and each cluster can be considered a “key factor “ of quality.

Then, all the clusters should be detailed with specific “indicators” (traits of the behaviors): they form integrated groups of the most meaningful elements or components of the factors or clusters, which show their multiform features to permit a careful analysis of the quality processes and the way they are perceived by the auditing activities.

They permit the evaluation, mostly of qualitative type, with reference to the quality of objective evidence, consistency, effectiveness, usefulness etc. that an indicator implies, to be considered operational.

Once the indicators are selected and applied, the measurement in quality systems is normally made with a Likert scale like this :

0	<i>(no evidence at all of the indicator)</i>
1	<i>(some traces of objective evidence of the indicator ,but largely insufficient)</i>
2	<i>(modest objective evidence, without sufficient precision and accuracy)</i>
3	<i>(good objective evidence of the indicator, with small gaps)</i>
4	<i>(excellent objective evidence of the indicator and available to be considered as best practice)</i>

Evaluation of the quality traits of the interactions patterns in the social dialogue and networking activities:

	0	1	2	3	4
Reciprocity of the representative members of each partner : evidence of the reciprocal acknowledgement and esteem of relevance					
Cohesion of the network : the partners are present, active and there are no divisions or misunderstandings					
Consistency or coherence of the partnership : all the partners feel that the network provides more advantages for their respective strategies					
Complementary support between the participants : evidence or the complementary role and benefits in action					
Integration/System paradigm of the group functioning : the partnership is aligning the objectives and mission of the members as a whole					
Durability of the partnership : in which evidence can we consider the partnership duration as a proof of its solidity, especially in the critical events ?					
Loyalty/trust between the different social players : degree of trust and loyalty of the partners and absence of exclusion and/or seclusion					
Value sharing/vision between partners : the strategies of the single partners are not in collision with the strategy of the partnership and cooperation activities					
Dependability/confidence of each other : evidence of the reciprocal confidence and equity in the relationships					
Diversity management/complexity management of the “leaders” , coordinators and facilitators : leaders are competent and openminded					
Customer oriented management of the activities : actions are focused on the customer satisfaction					
* other traits					

** To be completed by each organization according to the agreements of the networks*

How to gear monitoring in the networking projects

In the networking projects we generally find lots of different subjects (individuals or organizations) working in complex arrangements. These subjects are asked to decide together on the objectives and the procedures to be adopted, implement actions according to plan, react to the unforeseen, cultivate contacts with both/network their own target groups and partner organisations, and regulate organisational issues. All these actions demand constant negotiations and agreements, often within an intricate network of interests with at least latent conflicts, different “visions” and strategies, paradoxical pressures of their respective client systems and so on. Every individual or group involved sees things their own way. The numerous patterns of thinking and behaviour, their own experiences, interests and views shape the reality of a project at least as much as any jointly agreed-upon objective. If we follow this through, it is easy to see that a project cannot be steered like a piece of machinery where we only need to pull a few levers or turn a wheel or two.

Monitoring in this sense becomes an organised process of communication which should direct all actors towards a common understanding of project implementation and impacts.

They compare their views on the past course of the project, on its current status, and agree on how to proceed. This is the direction in which the common understanding of monitoring in development cooperation has been moving over the last few years. The realisation has been gaining ground that in a world which is constantly changing in a more or less unpredictable way, such changes cannot be mastered using instruments assuming a stable and controllable reality.

The focus of monitoring is thus increasingly geared to communication and consensus building, to repeatedly negotiating views and assessments.

Target group organisations and partners should adopt periodical meetings and sessions in one or another of the methodologies connected with the “logical framework” principles (e.g. GOPP, EASW, OST etc.), within which members find it easier to express their opinions. Thus the project can get quality feedback with little additional effort.

In the design of cooperation with partners, monitoring can help :

- to extend the type and scope of contacts and bring the two sides closer together
- to initiate processes of discussion and to establish a joint understanding about the goals and the way to reach these
- to develop suitable forms of participation, and initiate target-group-specific monitoring processes.

For successful project implementation it is vital to identify which factors in the project environment can positively or negatively influence the project, and to what extent.

Such outside factors include :

- political directives in the partner country
- legal, economic and socio-cultural framework conditions and changes
- interventions of other donors and implementing organisations
- infrastructural and technological developments
- ecological factors and events.

To allow us to react in good time to changes in the project environment, it is important to agree on those factors, and how they should be observed as part of the project’s monitoring.

Generally, important factors that represent a latent risk for the project are identified at the planning stage under “risks and assumptions”.

The relationship between the terms inputs, outputs, outcomes and impact can be represented like this:



The inputs to our project enable to deliver outputs. These bring about outcomes, which may eventually lead to an impact.

The elements we propose to focus in monitoring the progress of the Project impact and in the further realizations after the end of the Project, are :

Participation

- The number of business participants and business sectors represented
- The number of Associations and NGOs
- The number of Local Authorities involved

Activities

- Learning activities undertaken by the network
- Partnership activities facilitated or initiated by the network
- The number of Communications on Progress produced by networks' members
- Activities carried out in support of the production of Communications on Progress
- Activities planned for the next years
- Reported Local Network Activities
- Extension of the Areas of Partnership Projects

1.9. Duration and indicative action plan for implementing the action

Year 1														
Activity	Semester 1						Semester 2						Implementing body	
	1	2	3	4	5	6	7	8	9	10	11	12		
Activity 1: Kick-off Meeting between Project Partners	■													Applicant and all the partners
Activity 2: Presentation Meeting of the networking experience of the Territorial Pact Eastern Venice		■	■											Partner 1
Activity 3: Workshop of benchmarking on the partners' experiences and their models of networking and social dialogue practices				■	■	■								Applicant and all the partners
Activity 4: Application of the Delphi Methodology for strategy cooperation							■	■						Applicant, all the partners and stakeholders
Activity 5: Application of the European Awareness Scenario Workshops									■	■				Applicant, all the partners and stakeholders
Activity 6: Workshops for the preparation and implementation of the Agenda 21 methodology											■			partner 1
Activity 7: Application of the Goal Oriented Project Planning method												■		Applicant, all the partners and stakeholders
Activity 8: Application of the Open Space Technology														Applicant, all the partners and stakeholders
Activity 9: Transferability and dissemination activities	■	■				■			■			■		Applicant, all the partners and stakeholders

For the following years (please specify and adapt the tables to the duration of the action)													
Year 2													
Activity	Semester 1												Implementing body
	1	2	3	4	5	6							
Activity 1: Kick-off Meeting between Project Partners													Applicant and all the partners
Activity 2: Presentation Meeting of the networking experience of the Territorial Pact Eastern Venice													Partner 1
Activity 3: Workshop of benchmarking on the partners' experiences and their models of networking and social dialogue practices													Applicant and all the partners
Activity 4: Application of the Delphi Methodology for strategy cooperation													Applicant, all the partners and stakeholders
Activity 5: Application of the European Awareness Scenario Workshops													Applicant, all the partners and stakeholders
Activity 6: Workshops for the preparation and implementation of the Agenda 21 methodology													partner 1
Activity 7: Application of the Goal Oriented Project Planning method													Applicant, all the partners and stakeholders
Activity 8: Application of the Open Space Technology													Applicant, all the partners and stakeholders
Activity 9: Transferability and dissemination activities													Applicant, all the partners and stakeholders

1.10. Sustainability

RISK MANAGEMENT GUIDELINES:

In the case these risks arise, the partners envisage

- proposing continuous information activities addressed to all the stakeholders involved in the actions proposed for developing social dialogue. A widespread communication is fundamental to make the people

know the advantages that the project will produce in social and political terms. Moreover, they will stimulate the stakeholders to adopt the participative methods pointing the attention to the ethical and social reasons. The project proposes realizing media campaigns, using paper and information tools, realizing audiovisuals and TV and radio commercials in the main time bands.

- promoting the partnership and project management actions between the different actors: along the institutional scale (national, regional and local authorities) and along the axis public/private;
- promoting the transfer of knowledge and experiences between the Western Balkan countries and the European member states;
- strengthening the civil society promoting a participative democracy;
- stimulating and diffusing a culture that favours the civil society
- investing financial and human resources to be able to face the challenges of quality in a global competition system;

At institutional level local authorities and the stakeholders concerned will be able to pave the way of the social dialogue policies according to the vision and the achieved project results, by applying the Manifesto, which will be subscribed by all the partners at the end of the project, containing the commitment to pave the way of the social dialogue policies according to the vision and the expected results of the project.

Moreover, they will have elaborated a manual or handbook of the best practices concerning the procedures, the problem solving used, the feasibility of the activities implemented by the Partners in this project.

Financial sustainability (financing of follow-up activities, sources of revenue for covering all future operating and maintenance costs, etc.)

The costs of sustaining project outcomes are small. The primary costs will be incurred through the operations of the Co-ordination Agency: premises, recurrent costs and salaries.

Confartigianato has committed itself to provide premises for the Co-ordination Agency. The recurrent costs and salaries will be met from two sources:

- a) memberships fees of the Network;
- b) revenue raising activities

The membership fee levels will be low in order that they do not act as a disincentive to participation. However, it is also recognised that the Network must also raise its own revenues. As part of the set-up activities, a Business Plan will be elaborated, identifying revenue raising activities and revenue sources. At this stage, it is envisaged that the Co-ordination Agency will carry out the following activities for which it will be able to charge small fees:

- Provide consultancy and advisory services to local associations of employers and workers, especially those operating in SMEs;
- Facilitate and provide training activities, meetings and workshops, even in e-learning and distance methodology (through on line platforms) to representative officers of the local enterprises' associations and workers' organizations (e.g skype utilization is quite free);
- Maintain a database of local events concerning social dialogue and provide match-making services and advice for continual exchanges and proposals of better issues avoiding conflicts and confrontations;

Institutional sustainability: level (which structures would allow, and how, the results of the action to continue be in place after the end of the action? Address issues about the local "ownership" of action outcomes)

Two structures will be created:

The Co-ordination Agency, the Network of the actors involved in social dialogue local and regional initiatives. As noted above, only one of these two structures will incur real costs: the Co-ordination Agency. The institutional and human resource capacities of the Agency will have been strengthened through the services and counselling actions and information provided. The link to the Network will help to establish the Agency's credibility and will allow it to provide valuable services to members of the Network.

As the Network extends its scope to other members, this will reinforce both its financial and institutional sustainability, especially through the active and continuous participation to the Projects proposed by local, regional, national or European Institutions, in the frame both of the European Funds and local or national Authorities Development Plans in the welfare/workfare innovations, in the social capital improvement initiatives, in the social harmonization policies.

Policy level where applicable (What structural impact will the action have - e.g. will it lead to improved legislation, codes of conduct, methods, etc.)

There are no policy implications of the project. The members of the networks do not need to seek official approval for participating in public-private networks. The competencies on the capacity building of social dialogue will be surely improved : the Corporate Social Responsibility methodology, the Social Accountability 8000 as ethic certification of the behaviours and relations between employers, workers and civil society will be better known and applied, the ethic codes and services' charters should be adopted as objective evidence of our network's purposes.

Environmental sustainability (what impact will the action have on the environment – have conditions put in place to avoid negative effects on natural resources on which the action depends and on the broader natural environment)

The Social and Environmental balance of the economic activities will be introduced, as expression of coherence and commitment of the policies adopted by the network's members. Therefore, the logical framework of the project encompasses also a careful attention to the environmental resources, especially those which are the basic source of the “competitive advantages” of the territories and regions concerned.

This specific topic may be a good test to suggest and propose to the local government authorities a more effective and proactive attitude towards the economy and social actors and the influence of the Municipalities could be more concrete, to smooth the bureaucracy and promote new legislation procedures in the relations between enterprises and labourers, to convince the public opinion of the reality and impact of the good co-operation and co-decision.

As far as the European Union members are concerned, a new “political approach” to the relations between EU with those CEEC countries, which are not yet members, is expected: it is very desirable to cooperate more practically with them, in order to contribute to the enhancement of their human resources and social capital quality.

Annex I. Budget for the Action¹

Expenses	All Years				Year 1 ²			
	Unit	# of units	Unit rate (in EUR)	Costs (in EUR) ³	Unit	# of units	Unit rate (in EUR)	Costs (in EUR)
1. Human Resources								
1.1 Salaries (gross amounts, local staff)⁴				320.000,0				210.900,00
1.1.1 Technical				270.000,0				180.000,0
1.1.1.1 Senior Technical staff (average)	Per month	90	1800,0	162.000,0	Per month	60	1.800,0	108.000,0
1.1.1.2 Junior Technical staff (average)	Per month	90	1200,0	108.000,0	Per month	60	1.200,0	72.000,0
1.1.2 Administrative/ support staff				50.000,0		0		30.900,0
1.1.2.1 Senior Administrative staff (average)	Per month	4	1500,0	6.000,0	Per month	3	1.500,0	4.500,0
1.1.2.2 Junior Administrative staff (average)	Per month	20	1200,0	24.000,0	Per month	12	1.200,0	14.400,0
1.1.2.3 Junior Secretariat staff (average)	Per month	20	1000,0	20.000,0	Per month	12	1.000,0	12.000,0
1.2 Salaries (gross amounts, expat/int. staff)	Per month	6	2500,0	15.000,0	Per month	4	2.500,0	10.000,0
1.3 Per diems for missions/travel⁵				38.520,0				24.680,0
1.3.1 Abroad (staff assigned to the Action)	Per diem			23.520,0				15.680,0
1.3.1.1 Abroad (staffs assigned to the Action per diems for mission in Romania)	Per diem	24	200,0	4.800,0	Per diem	16	200,0	3.200,0
1.3.1.2 Abroad (staffs assigned to the Action per diems for mission in Slovenia)	Per diem	24	180,0	4.320,0	Per diem	16	180,0	2.880,0
1.3.1.3 Abroad (staffs assigned to the Action per diems for mission in Czech Republic)	Per diem	24	200,0	4.800,0	Per diem	16	200,0	3.200,0
1.3.1.4 Abroad (staffs assigned to the Action per diems for mission in Italy)	Per diem	24	200,0	4.800,0	Per diem	16	200,0	3.200,0
1.3.1.5 Abroad (staffs assigned to the Action per diems for mission in Slovak Republic)	Per diem	24	200,0	4.800,0	Per diem	16	200,0	3.200,0
1.3.2 Local (staff assigned to the Action)	Per diem			0,0	Per diem			0,0
1.3.3 Seminar/conference participants (average)	Per diem	150	100,0	15.000,0	Per diem	90	100,0	9.000,0
Subtotal Human Resources				373.520,0				
2. Travel⁶								
2.1. International travel				0,0				
2.1.1 International travel to Czech Republic	Per flight	24	200,0	4.800,0	Per flight	16	200,0	
2.1.2 International travel to Romania	Per flight	24	200,0	4.800,0	Per flight	16	200,0	
2.1.3 International travel to Slovak Republic	Per flight	24	200,0	4.800,0	Per flight	16	200,0	
2.1.4 International travel to Italy	Per flight	24	200,0	4.800,0	Per flight	16	200,0	

2.1.5 International travel to Slovenia	Per flight	24	200,0	4.800,0	Per flight	16	200,0
2.2 Local transportation	Per month	24	50,0	1.200,0	Per month	16	50,0
Subtotal Travel				25.200,0			
3. Equipment and supplies⁷							
3.1 Purchase or rent of vehicles	Per vehicle			0,0	Per vehicle		
3.2 Furniture, computer equipment				0,0			
3.3 Machines, tools...				0,0			
3.4 Spare parts/equipment for machines, tools				0,0			
3.5 Other (please specify)				0,0			
Subtotal Equipment and supplies				0,0			0,0
4. Local office							
4.1 Vehicle costs	Per month			0,0	Per month		
4.2 Office rent	Per month			0,0	Per month		
4.3 Consumables - office supplies	Per month			0,0	Per month		
4.4 Other services (tel/fax, electricity/heating, maintenance)	Per month			0,0	Per month		
Subtotal Local office				0,0			
5. Other costs, services⁸							
5.1 Publications⁹				0,0			
5.1.1 CD ROMs	per copies	2000	2,5	5.000,0	per copies	2000	2,5
5.1.2 Brochures	per copies	2000	2,0	4.000,0	per copies	1000	2,0
5.1.3 Posters	per copies	500	0,5	250,0	per copies	250	0,5
5.1.4 Folders and notepads	per copies	2000	2,0	4.000,0	per copies	1000	2,0
5.2 Studies, research ⁹	Per day	80	500,0	40.000,0	Per day	60	500,0
5.3 Auditing costs (final auditing costs)		1	7000,0	7.000,0		1	7.000,0
5.4 Evaluation costs		2	3500,0	7.000,0		1	3.500,0
5.5 Translation, interpreters							
5.5.1 translation	Per typewritten page	600	15,0	9.000,0	Per typewritten page	400	15,0
5.5.2 interpreters	man/day	26	400,0	10.400,0	man/day	18	400,0
5.6 Financial services (bank guarantee costs etc.)				0,0			
5.7 Costs of conferences/seminars ⁹ (hall and equipment rent)	Per day	18	575,0	10.350,0	Per day	11	500,0
5.8 Visibility actions							
5.8.1 Radio and TV	Radio and TV broadcast	15	500,0	7.500,0	Radio and TV broadcast	8	500,0
5.8.2 Speakers for the Conferences	man/day	15	500,0	7.500,0	man/day	6	500,0
5.8.3 Web site		1	3000,0	3.000,0		1	3.000,0
Subtotal Other costs, services				115.000,0			78.325,0
Year 1							

**LOGICAL
FRAMEWORK**

	Intervention logic	Objectively verifiable indicators of achievement	Sources and means of verification	Assumptions
Overall objectives	<p>What are the overall broader objectives to which the action will contribute?</p> <p><i>The purpose of our project is to integrate in a common strategy a concrete programme, involving the highest possible number of social, economic, cultural, educational and institutional bodies: the framework will be one of the “governance” models adopted in the participatory local development or “bottom up” policies (Territorial Pact, Integrated Territorial Project, Agenda 21, European Economic Interest Grouping etc.)</i></p>	<p>What are the key indicators related to the overall objectives?</p> <p><i>Participation</i></p> <ul style="list-style-type: none"> • <i>The number of business participants and business sectors represented</i> • <i>The number of Associations and NGOs</i> • <i>The number of Local Authorities involved</i> 	<p>What are the sources of information for these indicators?</p>	<p>The World Bank defines governance as the exercise of political authority and the use of institutional resources to manage society's problems and affairs. An alternate definition sees governance as the use of institutions, structures of authority and even collaboration to allocate resources and coordinate or control activity in society or the economy. Good, effective public governance helps to strengthen democracy and human rights, promote economic prosperity and social cohesion, reduce poverty, enhance environmental protection and the sustainable use of natural resources, and deepen confidence in government and public administration.</p>
Specific objective	<p>What specific objective is the</p> <p><i>As results of the synergy and optimization of the “networking” action in the territories concerned, we purpose</i></p>	<p>Which indicators clearly show that the objective of the action has been achieved?</p> <ul style="list-style-type: none"> • <i>Learning activities undertaken by the network</i> • <i>Partnership activities</i> 	<p>What are the sources of information required to get this information?</p>	<p><i>Which factors and conditions outside objective? (external conditions)</i></p> <p><i>Which risks should be taken into consideration?</i></p> <p><i>Considering the implementation of all the</i></p>

	<p>to identify all the possible and feasible optimizations in the following sectors :</p> <ul style="list-style-type: none"> • employment services; • new self-employment and small businesses creation; • dissemination of effective info-points on the European Union initiatives and policies; • competencies (formal and informal) operational studies on the different labour markets requirements and expectations; • migration flows monitoring studies for a better valorisation of the manpower; • capacity building of the participatory democracy and institutional governance at Local Authorities level. 	<p>facilitated or initiated by the network</p> <ul style="list-style-type: none"> • The number of Communications on Progress produced by networks' members • Activities carried out in support of the production of Communications on Progress • Activities planned for the next years • Reported Local Network Activities • Extension of the Areas of Partnership Projects 		<p>project activities promoting the social dialogue and the creation of the Network, the risks to be faced are mainly political and social and could be related to:</p> <ul style="list-style-type: none"> § a poor interest of stakeholders from the target regions to know the good practices adopted by the EU member states' organisations; § a poor interest of stakeholders in adopting and introducing the best policies and models in order to improve the governance styles of the local development; § the difficulty of partners to involve stakeholders; § a different trend in the public administrations of the target regions with regard to develop; § the scant participation of citizens, entrepreneurs and other stakeholders to the conventions and the workshops organized within the project;
Expected results	<p>The results are the outputs envisaged to achieve the specific objective. What are the expected results? (enumerate them) The expected results should become tangible in a wide range of issues, perspectives and methodologies related to social capital and networks, with objective evidence on :</p> <ul style="list-style-type: none"> • how and where social capital is created and improved, • social dialogue is applied in appropriate forms, • territorial competitiveness is jointly purposed, • the private/public partnership is adopted as normal tool for the governance and bottom up strategies, • the impacts of social capital and networking upon economic development achieve remarkable performances, especially for the capacity for change in the labour markets as well as the implementation of political reform. 	<p>What are the indicators to measure whether and to what extent the action achieves the expected results?</p>	<p>What are the sources of information for these indicators?</p>	<p>What external conditions must be met to obtain the expected results on schedule?</p>

<p>Activities</p>	<p>What are the key activities to be carried out</p>	<p>Means: Local and international long-term and short-term expert inputs Furniture and equipment Office consumables Training</p>	<p>What are the sources of information about action progress? (breakdown in the Budget for the Action)</p> <p>1) Assessments of the auditors, 2) Reports of the Consultants and Advisories, 3) Focus Group with financial institutions, 4) Focus group with political institutions The action costs consist in the cost of the human resources (salaries and per diems for mission/travels), the cost of travels, the costs for diems and the cost of other services (publications, studies, translations, interpretation, conferences/seminars, visibility actions)</p>	<p>What pre-conditions are required before the action starts?</p>
--------------------------	--	---	---	---