

„Networks at my workplace/in my DP“

	CZ	D	HU	E	A
Partners/stakeholders - Size of network - Background of the partners/stakeholders - Representatives of organizations - Roles and positions - Personality - Heterogeneity/homogeneity	1. Town Krasna Lipa 2. NGO Bohemian Switzerland 3. Civic Association Agentura Pondeli 4. Employment Office Decin	<ul style="list-style-type: none"> - 4 vhs (Passau, Freyung-Grafenau, Regen, Cham) as core partners - BAP - BFI - Telecenter Regen - Bildung & Beruf - OTTI - Tagesmütterbüro - IHK (dropped out/important strategic partner on transnational level and SME) - Evaluator - District government (auditing department) 	1. Spiritusz Foundation (leader of DP) - Gabor Vamos (project manager) 2. Local Government – Fűzesabony – Laszlo Gulyas (mayor) 3. ERAK “Training Centre” – Joseph Geczi (vocational trainer) 4. Global-Sansz Ltd. – Zoltan Bodnar (transnational manager) 5. Lux-Text Ltd, - Liz Koszta (rehab. consultant) Background of partners: 1. Responsible for engaging, motivation of the target groups, developing of pilot working conditions 2. Networking, representing the civil interest of inhabitants, promote DP with hosting facilities 3. Special training courses for Target	<ul style="list-style-type: none"> - Core DP group - Next Steps Strategic Board - Adult Community Learning Policy Forum - Core Skills Development Partnership - Learning and Skills Council (accountable body) - Birmingham and Solihull Local Authorities - Jobcentre Plus - Birmingham Voluntary Sector Council - Connexions - 7 Local Area Planning Groups - Training Providers - Learners 	1. arge Müllvermeidung fördermanagement ltd (lead partner) 2. eb-projektmanagement ltd. (general coordination, transnational management, A3 responsibility) 3. nowa – Netzwerk für Berufsausbildung (NGO) (coordination of a module) 4. Frauenplattform Voitsberg – Prisma (NGO) (coordination of a module) 5. AGENDA (NGO) (coordination of a module) 6. abz Austria (NGO) (coordination of a module) 7. Frauenstiftung Steyr (NGO) (working in a module) 8. Bildungszentrum Saalfelden (NGO) (working in a module) 9. peripherie (NGO) (working in a module)

			<p>groups</p> <p>4. Transitional employment for a part of the Target groups</p> <p>5. Employment for a part of the Target groups as an employer in open labour market</p>		<p>10. University of Vienna – Economic Studies, Department of Diversity (Gender Mainstreaming Expert)</p> <p>11. public employment service Styria (strategic partner)</p> <p>12. chamber of labour (strategic partner)</p> <p>13. chamber of commerce (strategic partner)</p> <p>14. Austrian computer society (strategic partner)</p> <p>No partner but important: ministry of education, department of adult education – are responsible for our contract and gave us support during all the time</p>
<p>Cause and Purpose</p> <ul style="list-style-type: none"> - Origin and causation - Expectations - Added value - Formulation of objectives, goals and aims - Development of a mission Statement and overall concept - Level of identification 	<p>Cause:</p> <ul style="list-style-type: none"> - Unemployment in Region - absence of entrepreneurs in Region <p>Purpose:</p> <ol style="list-style-type: none"> 1. Establishing of Community center 2. Increase education 3. Provide new services in tourism 4. Establishing of entrepreneurial “Incubator” 5. Support for handicapped people 	<p>Cause:</p> <ul style="list-style-type: none"> - Lack of money - Unemployment <p>Purpose:</p> <ul style="list-style-type: none"> - Creating more and better jobs - Decrease the unemployment rate - Promote a regional labour market network - Helping the disadvantaged with linking and promoting economics 	<p>Cause:</p> <ul style="list-style-type: none"> - Declining situation of employment in project region - Declining economic activities of SMEs inc. sheltered work-shops <p>Purpose:</p> <ul style="list-style-type: none"> - Finding new opportunities to create wider employment (jobs), esp. For our employers partners - Create new learning 	<p>Cause:</p> <ul style="list-style-type: none"> - Areas of deprivation where population rates are below 10% of resident adult population engaged in learning - Learners for who existing strategies for widening participation have not removed barriers. <p>Purpose:</p> <ul style="list-style-type: none"> - To develop, trial, evaluate and mainstream 	<p>Cause:</p> <ul style="list-style-type: none"> - History: Network already exists – some of the partners tried to apply in the first round - There is no strategy on political and national level visible - There are no resources (money) for developing new methods and approaches – cause: law for call for tenders, so there are no national programs

	6. Decrease unemployment in its region, new training courses		<p>methods</p> <ul style="list-style-type: none"> - Engaging non-learners, involving to LLL - Championing for people with disabilities, they have the right to work 	<p>innovative methods of engagement in community-based venues, including adult learning/skills development for non-traditional learners.</p> <ul style="list-style-type: none"> - To focus on geographical areas of disadvantage and low participation - To increase individual and community empowerment. - To focus on Skills for Life and promote personal development and employability. 	<p>existing for covering developing costs - especially concerning NGOs</p> <p>Purpose:</p> <ul style="list-style-type: none"> - Women are the losers of globalization processes – especially those who are not mobile or have low qualification - Ministry is very interested in new methods for adult education, as well as the public employment service (they could use the results for their call for tenders regarding qualification) - Objectives on all levels (meta, medium and operative) are clear and transparent - Every partners see added values – they profit of the participation
<p>Characteristics of networks</p> <ul style="list-style-type: none"> - Network model - Formal/informal - Binding character/level of obligation 	<i>See below</i>	<ul style="list-style-type: none"> - Contracts with operative partners. Co-ordinator as the local partner - Relationships mainly build on trust, face to face contracts, not formal - Conferences and meetings with 	<ul style="list-style-type: none"> - Partnership, based upon common objectives and interests, widening permanently by new strategic partners. - 70% formal – 30% informal relations among partners - Level of obligation scaled from correct 	<ul style="list-style-type: none"> - These are both informal and formal - Range from Strategic boards, policy forums, development partnerships to local working groups. 	<p>Formal organization: Lead partners have contract with all partners</p>

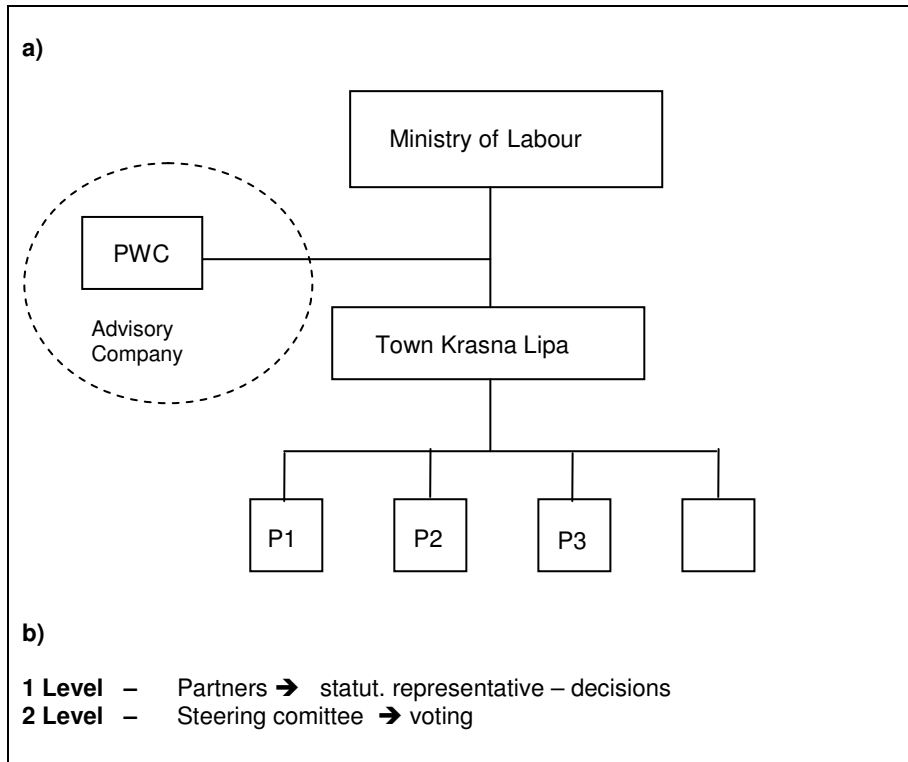
		partners of different levels	(~66%) up to - excellent (100%)!		
Steering and Controlling - Type/Model of steering and Controlling - Responsible steering group - Motivation of steering group	<u>Steering:</u> External PWC (Pricewaterhouse Coopers) Internal Committee of partners <u>Controlling:</u> External PWC (Pricewaterhouse Coopers) Internal Financing – fin. departm. Of Town Krasna Lipa Projects – Mananagers of Town Krasna Lipa and Working groups <u>Monitoring:</u> PWC, Steering committee Working Group	See below EQUAL-Ostbayern: controlling content by controlling the money	Steering: – by meetings of representatives of partners (decision making by votes) – by conference call – by face to face talks <i>(motivation of steering group is low)</i> Controlling: 1. by managing authorities, by ESF managing 2. organization 3. interior auditing 4. external auditors (planned)	– We have a Core group – We have 4 theme groups – We have 7 Local Area Planning Groups	1. Plenary – two times a year – all partners are involved and each has a vote 2. management team – four times a year – project leaders 3. conference - two times a year - all working partners 4. team with leading and coordination partners – 4 times a year 5. meetings with the ministry of education - 4 times a year Management team is responsible for the process Coordination is responsible for the whole partnership regarding the activities Lead partner is responsible for the whole partnership regarding the money
Duration and intensity	36 month (courses-individually)	Duration: March 2008 vhs stays after EQUAL, they think about how to keep EQUAL-Ostbayern Intensity/Meetings: – Co-ordinator - regular contact – Operative partners -	2 to 3 years Main priority is sustainability	– This project will run until July 2007 – Core group meets Bi-Monthly – Working groups as required	24 month see above

		<ul style="list-style-type: none"> every 2-3 month – Strategic Partners - 1 to 2 a year – Face to face meetings 			
Character of the Network/Relationship within the network <ul style="list-style-type: none"> - Type and structure of relationship - Quality of relationship between partners/stakeholders - Participation and Empowerment - Code of conduct - Communication/flow of information 	Relationship: committee (one meeting every month)	<p>Depending on the institution involved - from close friends to real competitors. Co-ordinator and the local partner - clash of interests (money/own interests) vs EQUAL philosophy</p> <p>But all partners are discussing till they are talking in one voice. Information “overkill” by the Co-ordinator.</p> <p>Lots of personal contacts, trying to set up an online communication platform on the DP-website</p>	<ul style="list-style-type: none"> – The network is a multilateral, co-operating partnership – 50% of relations have to be developed – Participation, empowerment, communication and flow of information have to be intensified and widened – Code of conduct is not relevant 	<ul style="list-style-type: none"> – The relationship is co-operative – We have personal commitment to take projects forward. – We use e-mail contact and hope to link to web site. 	<p>Type and structure – see above Quality and relationship: Depends on – the styrian partners are very closed also between agenda and abz Austria We try to find new ways to bring the strategic partner into the boat</p> <p>Participation – basic democratic – all decision we make are unanimously</p> <p>Clear rules for communication – but they are adaptable</p> <p>Code of conduct is very important: Rule like – confidentiality, conflict management, esteem, respect,</p>
Conditions <ul style="list-style-type: none"> - Internal/external - Resources (financial, human etc.) - Access to decision-making power 	<p>Conditions: External: delay in completion of contract with Ministry of Labour Internal: administrative severity, shortage of skill managers Resources: Project is fully financed from EQUAL resources</p>	<ul style="list-style-type: none"> – High unemployment rate – no job offers – administrative overkill – growing competition – between partners – problems with job centers – rural area at he Czech border 	<p>External:</p> <ul style="list-style-type: none"> – Delay in contracting by MA. – Increasing cancellation of payments for costs <p>Internal:</p> <ul style="list-style-type: none"> – Restricted financing ability of partners – Low level of capacity of HR for the project. – Poor infrastructure 	<ul style="list-style-type: none"> – We have a large amount of partner organizations and potential beneficiaries. This has made the procurement process long and arduous. – We have had to address geographical and ethnic issues around funding of provision 	<p>Financial Resources: Financed by esf and ministry of education</p> <p>Resources of the strategic partners – access to media, networks ...</p> <p>Limited time and budget</p> <p>High level of human resources</p>

			<p>for project management</p> <ul style="list-style-type: none"> – Restricted access to decision making power (org. bodies of Government, local Government, labour office) 	<ul style="list-style-type: none"> – We have also had to address some capacity issues around certain voluntary sector organizations. 	
Actual output/Specific activities		<p>Projects and their measures, products in Gender mainstreaming, fighting racism, mainstreaming, working network</p>	<p>Tailoring and modifying of the frame and budget of the project for the delivery (session) period (01.07.2005-01.07.2007)</p> <p>Working out activities, which can be done</p> <p>Permanent negotiations with MA representatives</p> <p>Finding/Searching for experts to cooperate in project work</p>	<ul style="list-style-type: none"> – We have developed 4 theme groups: Engagement, Empowerment, Referral and Curriculum. – We have 2 projects up and running – We have 15 projects being developed with LAPG's 	<ul style="list-style-type: none"> – code of conduct – communication strategy – detailed workplan – Corporate Design – Expert rounds (former non learners) are established – Tool for Informationgathering for non learners was developed (asking the right questions)
Positive experiences/Success factors		<p>Creation of labour market network that we still have measures for unemployed. The Co-ordinator always gives impetus</p>	<ul style="list-style-type: none"> – Supportive managing activities of leaders of Target Groups- Employers (Lux-Tex and Global-Sansz) – Supplementray solution of financing for project by Global Sansz Ltd. partner bank – Flexible and supporting transnational partners under TCA 	<ul style="list-style-type: none"> – We have been able to integrate the activity into existing structures. – We have put agreements in place to enable partners to share information. – We have linked our activities into the local planning priorities. 	<ul style="list-style-type: none"> – we are in time – the first plenary was a success – there is an open working atmosphere – the strategic as well as multipliers are interested in our work
Negative experiences/Barriers and obstacles		<ul style="list-style-type: none"> – Administration overkill – financial difficulties of operative partners – distances – poorly working 	<p>Changing of leading partners in DP during period 15.03.2005 – 01.05.2005</p> <p>Changeable declarations by our MA, sometimes</p>	<ul style="list-style-type: none"> – For a period we have had to work without a project co-ordinator, which has led to delays in drawing up the contracts. 	<ul style="list-style-type: none"> – our contract came too late – the limited budget – administration overkill – we should integrate more decision

		<ul style="list-style-type: none"> - partners prefinancing 	<p>lack of vocational experts able to clarify (answers) questions raised</p>	<ul style="list-style-type: none"> - Administrative requirements of ESF controls, Paper Mountains. - Time limitations due to other commitments of partners. 	<p>makers in our project</p>
Sustainability		<p>Face to face contacts</p> <p>European money</p> <p>Equal-Ostbayern. Ltd.</p> <p>Added value</p>	<p>The PM group is dedicated to reach goals, we planned.</p> <p>We are open to extent (widen) our networks by new strategic partners interested in our projects/outcomes.</p> <p>In co-operation with our international partners our joint work is getting more stabilized, so we give priorities to implementations of good practices useful results of shadow-working. Best practice in piloting, new technologies of communication and flow of information especially use of internet applications.</p>	<ul style="list-style-type: none"> - This is built into the structure. - We have extended existing partnerships where possible 	<p>ministry is interested in our work and wants to integrate a lot of results in their field of action</p>

Network Model CZ:



Working groups:

- a) for TCA
- b) for education
- c) for PR
- d) for ITC
- e) for working projects

} Interval – Time centr.
4 Month

Network model, Steering and controlling D:

Organisation chart of the DP „Bridges to Work“

