



Identification, Dissemination and Exchange of good practice in  
Local Employment development and promoting better governance

## HELLENIC AGENCY FOR LOCAL DEVELOPMENT AND LOCAL GOVERNMENT S.A. -GREECE

### General details

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### Details of activity

Background to the case study	<p><b>The establishment of the Local Network, is aiming at:</b></p> <ul style="list-style-type: none"><li>• The development of the local Dynamics for the promotion of the socially vulnerable groups in the labor market, with active participation, common planning and coordination of the agencies involved.</li><li>• The creation of an environment that will offer the opportunity for an integrated participation of local societies, the formation of the central agencies' policies for the promotion of employment.</li></ul> <p><b>Brief rationale</b> The <i>Network Promotion of Employment - Development Partnership In Action</i>, was a pilot project, promoting employment for the socially vulnerable groups. It is aiming at the establishment of a network among the agencies that directly or indirectly influence employment at a local level (horizontal network) with agencies at a central level (OAED, OEEK, KEDKE and EETAA), as well as the establishment of a vertical network at an administrative level (national, regional, local).</p> <p><b>Implementing organisation</b> Lead partner Hellenic Agency for Local Governance and Development (EETAA SA) with partners</p> <p><b>Funders</b> ESF (Community initiative EQUAL)</p> <p><b>When activity started / end date?</b> 2002 to 6/2005</p>
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European Commission

Description of activity	<p>Specifically, the following methodological tools have been elaborated, to the direction of enhancing local level:</p> <ol style="list-style-type: none"> <li>1. «Recording of Socially Vulnerable Groups and Local Particularities»</li> <li>2. «Recording of Existing Structures at Local Level (Role, Competence, Intervention Level, Problems and Needs)» and</li> <li>3. «Investigation for the Disposition of Jobs on behalf of Enterprises for persons belonging to Socially Vulnerable Groups»</li> </ol> <p>All the said methodological tools are further supported by electronic data bases.</p> <p>Furthermore, a “Guide for the elaboration of Local Action Plans for Employment and the operation of local Law” has been drafted. In the frame of this Guide implementation, nine (9) Local Networks of bodies have been established and operated, which contributed to the elaboration of nine Local Action Plans for Employment (LAPE).</p> <p>To the direction of further enhancement of Local level, six (6) guides – studies have been elaborated, with the following subjects:</p> <ul style="list-style-type: none"> <li>- «Taking Advantage and Upgrading of Studies – Research, Aiming at the Estimation of Business and Production System Dynamics».</li> <li>- «Development of New Skills, New Qualifications and New Professions»</li> <li>- «Index Selection for Measurement and Effectiveness of Employment Promotion at Local Level»</li> <li>- «Investigation of Information Society Contribution Potential in the Employment of Socially Vulnerable Groups – Case Study: Region of West Macedonia”</li> <li>- «Establishment of a model system of procedures from the application of the methodological tools used for approaching local particularities, in employment issues of special population groups, enterprises and offer – demand matching»</li> <li>- «Establishment of a model system of procedures for the application of development / elaboration of Local Action Plans for Employment, by activating local networking procedures, instigated by Local Government, aiming at the creation of a local corporate form».</li> </ul> <p>In addition, an Inspirers’ Network has been established and operating for the enhancement of Local Entrepreneurship</p> <p><b>Origins – how it came about – bottom up / top down, grew</b></p>
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	<p><b>from previous initiative (if so what)</b>  EETAA as a supportive organisation for the Local Authorities all over the country has identified the absence of local level planning for employment issues and with the help of Central Union of Municipalities and Communities and a sample of Local Authorities shaped the whole project  Who was involved in the design, management and delivery of the programme</p> <p><b>Design ,management:</b>  EETAA as lead partner with the cooperation of University of Thessaly</p> <p><b>Delivery:</b>  Commercial Chambers, National Authorities (Greek Manpower Organization etc), Regional Authorities, Prefectures, Municipalities, Private Sector</p> <p><b>Recognition – has the programme been recognised as good practice? If so, by whom?</b>  Yes, by the Greek Ministry of Employment</p>
Policy context within which the programme operates	<p><b>Is there an explicit relationship between policy priorities / local activities?</b>  The high correlation of local level strategy with the other planning levels (regional –national-european) was among the aims of the project since the very beginning and it has been achieved.</p> <p><b>Is the policy context supportive / prohibitive?</b>  Yes, the policy context is supportive</p> <p><b>Has the policy context changed during the life of the activity?</b>  The policy context has been changed after the life of the activity as a result of change at European level</p> <p><b>Which came first – local activities or policy priorities (i.e. is activity leading or following policy priorities)?</b>  Actually, they interrelate at the same grade. The policy priorities describe the framework and the local needs are registered and classified under the above mentioned framework</p>
Geographical focus of the case study	National with pilot actions in 8 municipalities, 2 prefectures,1 region
Impact	<p><b>Outputs – scale and scope of people reached through the programme</b>  Basically our target group was the unemployed in general. The vulnerable groups were reached in a targeted way in different areas. Both categories of unemployed were identified in order to</p>



	<p>detect their needs. Additionally the contribution of local actors was very important in order to establish the local network and formulate the final local strategy</p> <p><b>Outcomes: at local level – what difference at local level and at regional and / or national level – what difference made?</b></p> <p>The Central Union of the Municipalities and Communities of Greece has proceeded to the following strategic choices:</p> <ol style="list-style-type: none"> <li>1. Participation of Local Administration in all levels of drawing up and consultations for the 2007-2013 Directions of National Development Strategy, the National Employment Strategy Plan itself and the Operational Programs of the new programming period.</li> <li>2. Exploitation of existing funding sources in the framework of the 3<sup>rd</sup> Community Support Framework and national resources, in order to organize and support, in a rational and cogent way, the preparation of Local Government for NESP efficient and effective implementation</li> <li>3. The local actors planned -for first time- jointly for employment issues</li> </ol>
Partners' details	<p>In action development partnership:</p> <p>Central Union of Municipalities and Communities of Greece (KEDKE).  Address: 8, Gennadiou str., 10678 Athens, Greece  Tel.: 210-3899600  Fax: 210-3302044  Website : <a href="http://www.kedke.gr">www.kedke.gr</a>  e-mail : <a href="mailto:kedke@otenet.gr">kedke@otenet.gr</a></p> <p>Organization of Vocational Education and Training (O.E.E.K.).  Address: 41 Ethn. Antistasis Ave., 14234 N. Ionia, Greece  Tel.: 210-2709020  Fax : 210-2714944  Website : <a href="http://www.oEEK.gr">www.oEEK.gr</a>  e-mail : <a href="mailto:dnits.eur-dieth-scheseon@oEEK.gr">dnits.eur-dieth-scheseon@oEEK.gr</a></p> <p>Greek Manpower Employment Organization (OAED)  Address: 8, Ethnikis Antistaseos str., 16610 Alimos, Greece  Tel.: 210-9989599  Fax : 210-9989299  Website : <a href="http://www.oaed.gr">www.oaed.gr</a>  e-mail : <a href="mailto:sahas@oaed.gr">sahas@oaed.gr</a></p> <p>University of Thessaly, Department of Planning and Regional</p>



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### **Region of Thessaly**

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Address : 3, Patroklou str., 40300 Farsala, Greece  
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Municipality of Larissa  
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Volos Municipal Organization for the Vocational Training  
(DEOV)



Address: 81, Mikrasiaton str., Spirer Building, 38333 Volos, Greece  
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**Region of Southern Aegean:**

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**Attica Region :**

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**Region of Western Macedonia:**

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The Regional Development Company of Western Macedonia (ANKO)

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**TRANSNATIONAL COOPERATION EMPLOYMENT,  
ΑΠΑΣΧΟΛΗΣΗ, LAVORO**

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### Theme-Specific Questions

Who was targeted by the programme?	Unemployed-Socially vulnerable groups
Which levels of government were involved, informed or consulted?	National Regional Prefecture Local (municipalities)
Sustainability	The networking of local actors and their financing for the implementation of local level initiatives in order to combat unemployment
Successes / lessons learned	<p><b>What contributed to the programme's success?</b>          The well-build partnership scheme and the good interpersonal skills</p> <p><b>What lessons have been learned</b></p> <ol style="list-style-type: none"> <li>Such projects have to invest a lot in human relations aiming at acquire common "language", common way of thinking and working in order to succeed the aim of the project to be the same of persons' aims</li> <li>Local actors have to be involved in planning procedure of employment issues even if someone think that such approach is useless</li> </ol> <p><b>If they had their time again what would they do differently?</b>          If we had the experience we would emphasize more at using and including participation tools (as well as educate partners' members in such use)</p>

