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POLAND:

LOCAL PARTNERSHIP MODEL PROJECT

POL-LPM-02-01/02/03 AND POL-LPM-03-01/02
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FINAL REPORT



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EXECUTIVE SUMMARY

SUMMARY PROGRAM DESIGN

Implementation of the Local Partnership Model (LPM) in Poland project began in June 2002 through a contract from the United States Department of Labor (USDOL) to Worldwide Strategies, Inc (WSI) under the honorary patronage of the President of the Republic of Poland, Mr. Aleksander Kwaśniewski and with the support of the U.S. Embassy. The project's original goal was to institutionalize the LPM by creating a cadre of Regional Local Partnership Specialists (LPS) capable in training county level LPS to implement the three components of the LPM: Local Economic Development (LED), Rapid Response, and Quick Start. Following the success of the pilot project in three regions, the project's duration was extended to last two years and to cover all 16 regions in Poland. In addition, LPM training was expanded to a second tier to provide support for Regional LPS in training County LPS and for LPM implementation at the local level. This change in the project design led to increased interest in participation in the project throughout Poland and ensured replication.

WSI subcontracted to a local non-governmental organization (NGO), the Institute for Local Partnership and Cooperation (Institute) based in Katowice, to implement the LPM. Cooperating partners included the Chancellery of the President of Poland, the Ministry of Economy and Labor, Polish Powiat (county) Association, Marshals' Offices, Regional Labor Offices, Starostas (county commissioners) and gminas (local communities), County Labor Offices, employer organizations and local businesses, labor unions, and other non-governmental organizations. Project activities were supported by many Polish regional and local government institutions and third sector organizations through funding for their staff and travel expenses.

PROJECT RESULTS

The project built institutional capacity among national partner institutions to sustain and institutionalize the LPM throughout the country. Numerous initiatives emerged using the LPM to create or retain jobs, to stimulate local economic development, and to further the concept of local cooperation and partnership. As of September 2004, all 16 of Poland's voivodships (regions) and 191 (61%) counties had replicated the LPM. In addition, 596 (157 regional and 449 county level) people were trained in intensive three-week train-the-trainer programs as Local Partnership Specialists (LPS). These Regional and County LPS are well-positioned to sustain the LPM in their communities, to provide implementation assistance to the remaining 30% of all counties, and to provide guidance and expertise to marshals (regional governors) and county commissioners.

Further, the project facilitated the creation of a nationwide network among the 16 regional networks comprised of regional and local labor offices, Marshal's offices, county offices and NGO's. The Institute for Local Partnership and Cooperation prepared a comprehensive training program to support the national association of regional and county LPS who will continue implementing LPM methodologies. The creation of such associations with local charters

increases the probability of more comprehensive implementation and institutionalization of the LPM and is consistent with the increasingly frequent practice of delegating labor market tasks to non-governmental organizations. This subsequently led to an NGO called the Partners' Network, sponsored by the Marshals of Malopolska and Pomorskie, to provide a formal support structure for long-term sustainability by providing coordination, communication and access to "locally grown" best practices for the regional networks. Last but not least, the LPM project impacted the community-at-large by creating a cadre of trained citizens, government institutions, unions, enterprise management, and NGO's who are now well-versed in worker adjustment issues and local economic development concepts.

Local Economic Development

Following implementation of a train-the-trainer program, the Institute assisted LPS in implementing the training within local communities. Five counties completed the LED workshop series resulting in the development of 16 local economic projects, some of which were funded by grants from Marshals. By the project's close in September 2004, another 22 counties completed the workshops and developed economic projects. It is anticipated that during October – December 2004, 23 more counties will have scheduled LED workshops. In total, 50 counties will have implemented LED workshops with the first results emerging in early 2005.

Rapid Response

Altogether, more than 50 community-based Peer Job Club Centers were established in various regions in Poland to offer peer support and counseling as well as referral services to other social service providers. Peer Clubs have proven to be a very effective tool in shortening and smoothing the transition phase for dislocated workers. In addition, the project resulted in labor-management action teams (LMAT) being established at two enterprises undergoing restructuring.

Quick Start Training Program

After an initial slow start, the Quick Start methodology was accepted by the business community and proved to be very effective in meeting the training needs of new, expanding, or retooled firms. At "Lubinex" clothing company, 24 tailors were trained and 15 subsequently employed. At "SAHNA Polska" Sp. Z o.o, 37 people were trained and 17 trainees employed. ITC company in Skarszewy trained 22 to produce pram covers and hired 100% of the trainees.

Leveraging Resources

Unlike other USDOL technical assistance projects, Polish partners financed all travel costs for their staffs to participate in the LPM project. Additionally, regional and county governments paid for any follow-on implementation. Overall, local and regional governments spent over \$537,000 to participate in this \$1.8m USDOL funded project. Most noteworthy, the Malopolska regional government contributed over 50% (about \$25,000) of the cost for a final conference held in Krakow in September 2004.

Sustainability ~ Institutionalization

Institutionalization was achieved at the national, regional and county levels through a collaborative effort with national partners: the Ministry of Economy, Labor and Social Policy, Members of Parliament, Polish Powiat Association, Regional Labor Offices, and Marshals.

Early in the process, a National Advisory Board (NAB) was formed, chaired by the President’s Advisor for Social Affairs. In addition, the U.S. Embassy and U.S. Consulate provided strong support from the project’s beginning, involving the U.S. Ambassador at key events.

An Institutionalization Team was formed to work with the NAB to introduce changes to the Promotion of Employment and Labor Market Institutions Act. These changes introduced into the law the concept of local partnership for job creation, for the first time ever. Most significantly the Act allocates funds for partnership activities, including salaries of LPS. On the regional and local levels, a number of local ordinances were introduced to institutionalize the position of LPS as well as the partnership concept.

Further, changes in law on social work allowed for institutionalization of some of the Rapid Response tools, such as Labor-Management Action Teams, Job Clubs and Peer Counseling. Finally, the Quick Start methodology was incorporated into a World Bank project as one tool for retraining over 26,000 coal miners leaving the sector. As a result, the LPM trained 20 trainers from the Mine Restructuring Agency (GAP) to function as the primary Quick Start trainers.

LIST OF ABBREVIATIONS USED

EC	Enterprise Competitiveness
EU	European Union
GAP	Mining Restructuring Agency
ICDP	Integrated Community Development Program
Institute	Institute for Local Partnership and Cooperation
LED	Local Economic Development
LMAT	Labor Management Adjustment Team
LPM	Local Partnership Model
LPS	Local Partnership Specialists
NAB	National Advisory Board
NGO	Non-Governmental Organization
OPS	Welfare Center
PUP	Local Labor Office
UKIE	Committee for Integration of the European Union
USDOL	United States Department of Labor
WDP	Workforce Development Project
WSI	Worldwide Strategies, Inc.
WUP	Regional Labor Office
ZDZ	Vocational Training Centers
ZUS	Social Insurance Agency

INTRODUCTION

USDOL PROJECT HISTORY AND FOCUS

Due to the urgent economic problems facing the Silesia region's coal and steel industries, the U.S. Department of Labor (USDOL), under political direction from the U.S. Embassy, sponsored an 18-month project during 1998-2000 to facilitate restructuring of these sectors. Defined as a regional demonstration project, USDOL envisioned that Poland's Ministry of Labor and Social Policy would replicate the Workforce Development Project (WDP) in other economically depressed areas in Poland. As an initial step in this replication effort, the WDP offered limited technical assistance to the neighboring region of Malopolska. Despite obstacles from frequent political changes in Poland, the WDP achieved significant results for workers, enterprises and communities in Silesia.

In June 2002, USDOL contracted with Worldwide Strategies, Inc. (WSI) to build on the WDP's success. WSI subcontracted training delivery to a local NGO, the Institute for Cooperation and Local Partnership (the Institute), based in Katowice. The Local Partnership Model (LPM) was designed within the framework of WSI's Integrated Community Development Program (ICDP), which was developed to promote community, worker and enterprise adjustment in Central and Eastern European countries facing massive layoffs. The ICDP is a comprehensive strategy comprised of components intended to address immediate adjustment issues and to embed a sustainable process for communities to deal with long-term adjustment and employment concerns. As a result, the LPM incorporated each of the following components into its design and implementation:

- Local Economic Development (LED) promotes economic recovery and revitalization of communities by facilitating the formation of community teams to assess the community's resources and constraints in order to identify local economic development strategies leading to business proposals the community can pursue.
- Worker Adjustment/Rapid Response (RR) facilitates cooperative relationships between labor and management in downsizing enterprises in order to address the economic and social needs of workers targeted for lay off.
- Enterprise Competitiveness (EC) provides support to private firms aimed at increasing their productivity and competitiveness. In Poland, only one of the tools was used: a demand-driven, on-the-job skills training program called Quick Start.

Institute staff, under the guidance of WSI consultants, adapted training materials and handbooks to Polish realities and conducted training activities.

POLAND'S LABOR MARKET CONDITION 2002 – 2004

On January 1, 2000, issues connected with unemployment and mass layoffs became the responsibility of regional and county authorities. In 2002, the unemployment level in Poland was 15.7%, reaching 27% in certain counties, with regions in northern and eastern Poland being the most threatened. Additional restructuring of mining, steelworks, health services and changes to the education department were anticipated. Labor Offices observed a constant growth in registration among unemployed youth who represented 34% of the total registered unemployed. The situation was worsened by flooding in Poland's southern, western and northern areas which destroyed many companies. The unemployment situation continued to deteriorate up through February 2004, reaching a level of 20.6 % with layoffs in multiple sectors. In March 2004, labor market conditions began to gradually improve. As the LPM project was ending, the level of unemployment in June 2004 fell to 19.5% and labor offices recorded a growth in the number of registered work places and job orders which grew from 340,100 during the first half of 2003 to 405,600 in 2004.

In addition, from 2003 forward, government institutions were focused on developing new statutes connected with Poland's entry into the European Union (EU) including laws addressing the labor market such as public benefit organizations and volunteers, social employment, and promotion of employment and labor market institutions. There was an increasing awareness of the need for an active role by regional authorities in economic growth, counteracting unemployment and assisting entrepreneurship with the implementation of labor market-related EU programs and World Bank projects in many regions.

PROJECT DESIGN

Institutionalization of this project grew as interest in the LPM expanded throughout Poland. Originally planned as a 12-month, three region project, the LPM project rapidly expanded to encompass all 16 regions in Poland within a two year period. The project was implemented in four rounds of regional training followed by county level training. Regional networks were established to support trainers and and further institutionalize the LPM. A National Advisory Board and a National Working and Consultative Group was established at project inception to ensure national level support and coordination of regional and county level initiatives.

During Rounds I and II the main strategies focused on:

- **Creating cadre of regional trainers, called Regional Local Partnership Specialists (LPS), skilled in training county level LPS.** Establishing training capacity at the regional level was designed to target regional and county governments and Regional Labor Offices that supplied staff as potential LPS. The project anticipated a trickle down effect of training skills and interest in developing the three LPM components.
- **Developing regional networks to support and institutionalize LPS within regions.** Networks were designed to share implementation experiences from within the region and to coordinate LPS resources and efforts for implementation.

- **Installing a National Advisory Board and a National Working and Consultative Group to institutionalize the the LPM at the national level.** These groups were to help monitor and coordinate LPM activities and to garner high level support for the LPM. They played an instrumental role in passing a national labor law that included Local Partnership methods.
- **Strengthening links at the national, regional and county levels.** Because the LPM relies on grassroots support, the project aimed at building accountability at all levels through signing *Letters of Intent* and/or *Understanding*. These documents attested to the commitment of regional marshals, county executives, and the US Embassy to the support and institutionalize the project.

Following increased funding from USDOL, in addition to the above activities, the following functions were implemented:

- **Mentoring regional and county LPS to improve training capacity.** Because many regional LPS lacked some of the basic skills to provide effective training, Institute trainers mentored regional LPS during training for county LPS.
- **Providing implementation assistance in the form of training and material provision to local implementers.** At the county level, Institute trainers and consultants assisted regional and county LPS in conducting workshops. This collaborative approach ensured that LPS had first hand experience in implementation.
- **Increasing institutionalization efforts.** Advocacy training was provided to the National Advisory Board and the National Working and Consultative Group capitalizing on the members positioning and creating an active role for participation. An Institutionalization Team was formed to step up regional and national efforts to include the LPM in laws and statutes.
- **Leveraging resources.** Because only training and materials were available to interested communities, county, regional and national resources were required to fund local initiatives. Institute trainers and consultants helped regional and county LPS work with marshals, county commissioners, trade unions, NGOs, Labor Offices, private enterprises and other stakeholders to locate necessary funding and resources.

PROJECT PARTNERS

Throughout project implementation, close cooperation was maintained with various institutions and organizations at all levels of Polish government - national, regional and county/local community. Key national partners consisted of the following institutions: Chancellery of the President of Poland, Ministry of Economy and Labor, Ministry of Social Policy, Ministry of Education, the Polish Powiat Association, employer organizations and labor unions¹. In addition, participation by representatives from the Committee for Integration with European Union (UKIE) merits special mention. On the regional level, the program was implemented in cooperation with the Marshals' Offices, Regional Labor Offices, Regional Social Policy Centers, regional labor organizations including NSZZ "Solidarność" Regional Boards and Regional

¹High level officials engaged in the LPM include Minister Barbara Labuda, Deputy Prime Minister Jerzy Hausner, Undersecretary of State Marek Szczepański, and U. S. Labor Attaché John Armstrong.

OPZZ Boards. Each region was represented in the National Advisory Board and National Working and Consultative Group.² At the local level, implementation was approached in two stages. At the stage of promotion and recruitment of training candidates, key partners were Starosts (county commissioners) and members of county councils. As program implementation progressed, an increasing number of city mayors joined the group of local partners. At the implementation phase, local institutions (especially Local Labor Offices), organizations and companies participated. Notably, local church parishes provided their premises free-of-charge for the establishment of a majority of Peer Clubs (Rapid Response).

PROJECT ORGANIZATIONAL STRUCTURE

NATIONAL ADVISORY BOARD

The National Advisory Board³ (NAB) was established to assist in the institutionalization of the LPM project. The NAB was chaired by Minister Barbara Labuda, Secretary of State in the Chancellery of the President of Poland, and its main task was to promote the LPM, lobby for its institutionalization, and monitor its implementation. The NAB was comprised of Members of Parliament, government representatives from various ministries, national employer organizations and labor organizations, non-governmental organizations, regional self-government officials and independent experts.

The inaugural session of the NAB was held on 19 June 2002. Among invited guests were Christopher Hill, then U.S. Ambassador, and Gary Russell, Director of Technical Cooperation Unit, USDOL. Minister Barbara Labuda delivered nominations to over 20 board members. A subsequent meeting was held on 17 September 2002 to introduce members to the project's component, starting with LED. The next two sessions were held on 5 February and 25 June 2003. WSI consultants, Miche Grant and Kurt Becker presented information on Rapid Response and Quick Start while Gedeon W. Werner, WSI's Project Director, covered performance monitoring and program evaluation methods. The fifth and last session on 16 December 2003 reviewed project activities conducted for 2002-2003 with presentations by selected regional and local partners on the implementation of the LPM in their respective communities.

NATIONAL WORKING AND CONSULTATIVE GROUP

The National Working and Consultative Group⁴ was established as a body representing institutions involved in day-to-day project implementation, specifically the Chancellery of the President, US Labor Attaché, Ministry of Labor and Social Policy, Polish Counties Association, Regional Labor Offices, Marshals' Offices and the Institute. During the course of implementation, eight meetings were held at the offices of the Polish Counties Association in Warsaw and in 2004, meetings were held jointly with the Institutionalization Team.

² A complete list of members is included in Appendices A and B.

³ See Appendix A for a complete list of National Advisory Board Members.

⁴ See Appendix B for a complete list of National Working and Consultative Group Members.

INSTITUTIONALIZATION TEAM

The Institutionalization Team⁵ was a voluntary body of labor market experts established to perform the following tasks:

- Create an action plan for institutionalizing project methodologies;
- Create assistance tools to instill local partnership concepts at national, regional and local levels;
- Incorporate local partnership concepts into legislative provisions;
- Identify a group of project allies;
- Incorporate the private sector into local partnerships;
- Disseminate best practices; and,
- Promote and advocate for the project and partnership concepts among public administration institutions.

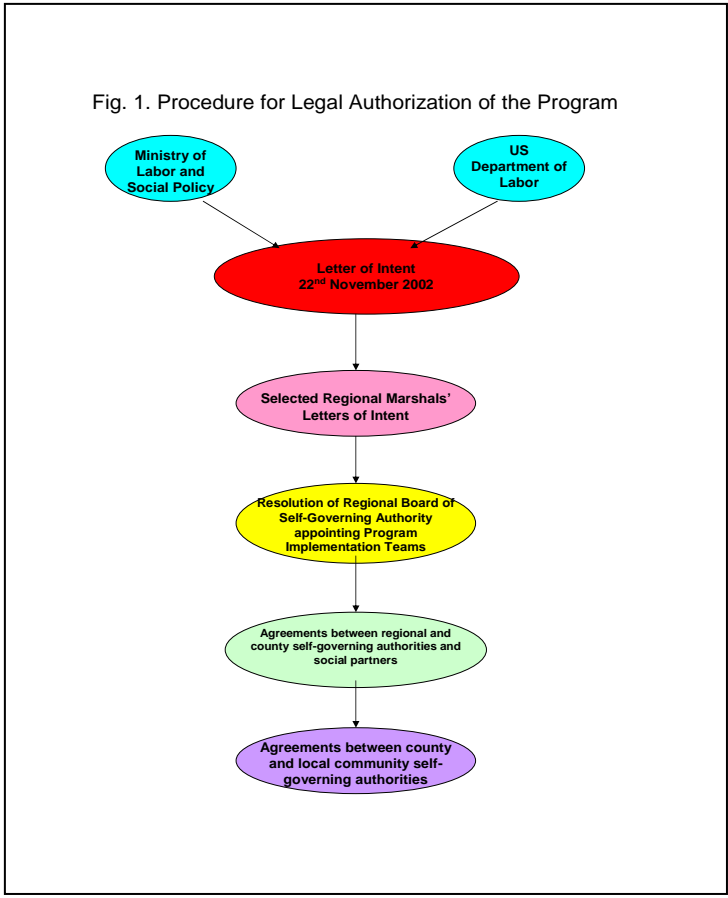
PROJECT IMPLEMENTATION AT REGIONAL, COUNTY AND LOCAL LEVELS

The strategy for institutionalizing the LPM project was designed into the implementation process at the very beginning of the project. Implementation was to be conducted by various partners and allies of the program at regional, county and local community levels. At the end of each training cycle in a given region, Letters of Intent concerning program implementation were signed between the Marshal of the Region and the US Ambassador and between the Regional Council and the County Commissioners. In Zachodniopomorskie, Podkarpackie and Wielkopolskie Regions, agreements were also signed by partnership institutions operating on a regional level. A work plan of administrative-legal activities was also prepared for adapting the program in successive regions that considered the challenges and best practices from the first round of training.

A *Letter of Intent* was signed by Undersecretary of State, Andrzej Zdębski on behalf of the Minister for Labor and Social Policy and by Deputy Under Secretary, Thomas B. Moorhead on behalf of USDOL. This document formed the legal foundation that allowed self-governing authorities to participate. Letters of Intent were next signed by Marshals of selected regions and the U.S. Ambassador. Subsequently, the Board of the Regional Self-Governing Authority sanctioned participation through resolution establishing Program Implementation Teams comprised of representatives from Marshals' Offices, Regional Labor Offices, Regional Development Agencies, trade unions, non-governmental organizations and, occasionally, associations representing the unemployed. Next, an *Understanding* was reached between the regional self-governing body represented by a Marshal and the lower tier of self-government represented by county commissioners (Starosts) and, in some cases, by Mayors. For the Lower Silesia region, the *Understanding* was replaced with a Letter of Intent. County self-governing authorities also agreed to implement the project by entering into *Arrangements* with the local

⁵ See Appendix C for a complete list of Institutionalization Team Members.

Fig. 1. Procedure for Legal Authorization of the Program



self-governing authority. A detailed list of the activities of particular regions is included in Appendix D.

Regional Project Implementation Teams performed the following range of tasks:

- Promoting the LPM and obtaining partners for cooperation;
- Collecting information and keeping databases on activities;
- Supporting County LPS in implementation;
- Assisting local self-governing authorities in LED activities.

County participation agreements contained the following terms:

- Establishing a LPS position and appointing staff who met program criteria;
- Cooperating with the LPS in program implementation;
- Engaging community representatives, institutions and local partners to increase

cooperation to stimulate local development;

- Granting technical assistance in organizing and delivering training;
- Assisting county Local Partnership Teams within the region;
- Conducting scheduled performance and results monitoring and data reporting.

TRAINING COUNTY AND REGIONAL LOCAL PARTNERSHIP SPECIALISTS

Training was conducted on two levels: Regional Local Partnership Specialists and County Local Partnership Specialists. Four rounds of training were conducted, covering all 16 regions. Several regions took part in each round and conducted subsequent training both for Regional and County Local Partnership Specialists. Additional Quick Start training was conducted in Round IV for the Coal Mines Restructuring Agency (GAP) and Vocational Training Centers (ZDZ) of the Silesian region. At the end of each training course, participants received a Certificate of Completion signed by the Institute. Those who participated in all three trainings received a certificate signed by the Ministry of Economy, Labor and Social Policy, U.S. Ambassador, Worldwide Strategies, Inc. and the Institute for Local Partnership and Cooperation. Marshals and Starosts participating in the program also received certificates.

REGIONAL LEVEL TRAINING DESIGN

	Dates	Regions	Location
Round I	October 2002 – March 2003	Małopolskie, Lubelskie and Pomorskie	Gdańsk, Lublin and Nowy Targ
Round II	May – September 2003	Dolnośląskie, Mazowieckie, Świętokrzyskie and Zachodniopomorskie	Warsaw
Round III	October 2003 – April 2004	Łódzkie, Kujawsko-Pomorskie, Silesia and Opolskie	Warsaw
Round IV	February – June 2004	Wielkopolskie, Warmińsko-Mazurskie, Podlaskie, Lubuskie and Podkarpackie	Warsaw

Original training design consisted of three sessions of one-week LED, Rapid Response, and Quick Start respectively. Following feedback from Round I consultants, trainers, and participants, the Regional LPS training was redesigned. Rounds II – IV of the Regional LPS training consisted of the following three sessions. In addition, all component training sessions were held in Warsaw rather than in the participant regions, which provided participants the opportunity to build relationships necessary for creating networks and decrease travel time and expense.

Session I: Introduction to the Local Partnership Model.

This two-day session (three-day for Round II) provided a general overview and introduction to the LPM in Poland. Participants included representatives from the Marshals' Offices, Starosts, Regional and Labor Office representatives and trainers. Following the training, participants were asked to identify the component most pertinent to their interests. In Round II this session was conducted with all Round II participating regions together, while for Rounds III and IV this session was conducted within the individual regions.

Session II: Component Specialization

Following the introductory session, regional participants were trained in a selected component, either LED, Rapid Response, or Quick Start. This 5-day session was designed to provide sufficient information for regional participants to determine whether to become LPS advocates to promote the LPM or to further pursue training development to become a LPS trainer.

Description of the Local Economic Development Training Courses

The LED session used the WSI delivery approach of four workshops covering the following topics:

- Economic Development Climate
- Concept of LED – Rules and Strategies
- Workshop A: Factor Analysis of Economic Development

- Workshop B: Analysis of the Four Principles of Economic Development
- Workshop C: Creating proposals for economic projects to address problems and needs identified in Workshops A and B
- Workshop D: Assessment of proposed economic projects
- Developing an action plan for selected economic projects
- Evaluation of the “Handbook for Local Economic Development Workshop Participants”
- Conducting a SWOT Analysis
- Characteristics of LED Local Coordinator
- LED Specialist pre-workshop activities (public relations; forming a Strategy Group)
- LED Specialist workshop implementation activities

During Rounds I and II, WSI consultant Marion Bentley worked with Institute trainers to enhance the design and delivery techniques for this component. An analysis of participants training assessments showed that 100% understood the concept, process and benefits of LED Workshops. The second part of the questionnaire surveyed opinions regarding the usefulness of LED in the local environment. A significant majority of Regional LPS, especially in Rounds III and IV, noted very high effectiveness for preparing projects leading to economic development and creating new jobs. Participants also identified local partnership as a very effective element in promoting commercial development in local communities.

Description of the Rapid Response Training Course

The Rapid Response component encompassed the following:

- Macro/microeconomic Aspects of Social Change
- Elements of Early Intervention to Prevent Layoff
- Effects of Job Loss on Individuals and Community
- Labor Management Adjustment Team Role, Tasks and Benefits
- Stages of Forming, Organizing and Monitoring LMAT
- Peer Support Concept
- Initiating a Peer Support Club in Workplaces and Communities

WSI consultant, Miche Grant, enhanced the training materials and methodology and provided assistance, mentoring and, in some cases, co-training with the trainers of the Institute. Rapid Response training enabled a significant group of specialists employed in state administration, labor market institutions, NGO’s and trade unions to:

- Develop a broader view of the assistance provided to the unemployed and those at-risk
- Participate in establishing contacts between institutions
- Provide an opportunity for cooperation between organizations within the region

Participant evaluations indicated that the great majority of those surveyed understood the concept of Rapid Response and its usefulness in the local community.

Description of the Quick Start Training Course

General information was presented regarding the Quick Start method and best practices from WSI's implementation on behalf of USDOL in other countries. The training had the following objectives:

- Introduction to the Quick Start methodology
- Practice conducting job analysis and preparing a training program
- Discussion of Quick Start's usefulness, advantages and disadvantages, and opportunities for implementation.

Training emphasized the differences between Quick Start and traditional methods of vocational training. The advantages and disadvantages of various job analysis methods were also discussed, focusing on interviewing and observation methods.

Because Quick Start is a technical and specialized methodology, WSI consultant, Kurt Becker, regularly participated in all trainings. Training evaluations indicated that the level of knowledge acquired was satisfactory and that a majority of training participants knew and understood the concept of Quick Start. A significant majority of Regional LPS, especially in Rounds III and IV, noted the usefulness of the method for preparing workers for new jobs and in providing companies with workers having necessary knowledge and qualifications. They also pointed to types of vocational training which could be conducted using the Quick Start method. Though many participants regarded Quick Start as interesting, it proved difficult to gain support to implement the program. Most participants felt unqualified to deliver training. Consequently for Rounds III and IV more emphasis was placed on advocacy of Quick Start in order to implement the program within a targeted company using specially trained experts in the methodology.

Session III: Integration and Implementation

This session consisted of a two-day (three-day for Round II) training on implementation and work plan development. During this training, participants who had developed expertise in their elective component worked with other participants from their regions to develop a work plan integrating the three components for implementation, determined roles and tasks, and planned the operation of a regional network.

After completing the training cycle, each regional group evaluated the module in which they had participated. Generally, the training courses received very high ratings and the rating of the level of knowledge acquired was viewed as satisfactory. Participants particularly appreciated the opportunity to work together with all other participants to developing joint work plans regarding the functioning of Local Partnership networks.

COUNTY LEVEL TRAINING DESIGN

Following regional training, county level training in the LPM commenced. Training for County LPS was conducted in 15 regions, with Silesia being combined with the Opolskie region. Training workshops were preceded by intensive promotional campaigns to assure appropriate selection of candidates. Due to time and funding resources, county level specialists came from County Labor Offices, Social Assistance Centers, the local self-governing authority and, occasionally, NGO's and trade unions. In order to develop Regional LPS capacity to conduct LPM training, Institute trainers mentored Regional LPS in conducting training courses for County LPS.

Training content for County LPS mirrored Regional LPS training. In addition, participants defined the individual roles of a County LPS vs. a Local Coordinator based on expectations and character traits that should be fulfilled by co-workers. During Rapid Response training, community representatives from the previous Workforce Development Project participated in several sessions and case studies, exercises, and simulation training materials were adapted to the specific characteristics of the particular region to bring a practical dimension to the five-day training.

Following a review of Round I trainings, the following changes were made:

- Sessions were organized with representatives of regional and EU-related institutions to discuss the accessibility of EU funds and outplacement programs.
- The last day of training was dedicated to meetings with Regional LPS and County Commissioners (Starosts) to clarify the role and tasks of County LPS vs. Regional LPS, expectations of self-governing authorities, cooperation between Regional and County LPS, ways to assure cooperation of local institutions, and organizing and developing a work plan for selected counties.
- In Rounds III and IV, Quick Start training was changed from five-days to a three-day session to accommodate direct implementation assistance in pilot firms.

Community Level Training Evaluation Results

Local Economic Development

According to training evaluations regarding the usefulness of LED in the local environment, a significant majority (90%), especially in Rounds III and IV, noted the high effectiveness of LED for preparing new economic projects leading to economic development in a given county. Participants also identified local partnership as a very effective element in promoting commercial development in local communities. The most useful aspects of training were regarded to be the methodology for conducting LED workshops, the common preparation of economic proposals, and the ability to build partnership-based cooperation. The LPM was seen as an effective method for approaching opportunities to use EU funds as a result of membership of the European Union. The training provided an opportunity for the representatives of various institutions to create or improve cooperation and increased the possibilities of partnership and common resolution of problems.

Rapid Response Training

Each training participant completed an evaluation questionnaire of the training and materials and the level of knowledge achieved. The highest ratings (average rating above 4.5 on a five-point scale) were given to the trainers and materials, with an average 4 rating for newly acquired knowledge and usefulness of Rapid Response techniques for meeting the needs of laid-off workers. Regarding the institutions performing services for persons laid-off or at-risk, according to those surveyed, LMATs could become one of several important entities operating among labor market institutions. Further, respondents expressed views that trade unions should have a more significant role in Peer Support and providing information and legal assistance. County LPS also valued the broadening of their perspectives regarding the problem analysis, the value of the methodology as a new tool in addressing unemployment issues, the practicality of the approach, and the opportunity to exchange experiences and establish contacts with Regional LPS.

Quick Start

The training in general met with a good level of acceptance from participants. At the county level, Quick Start training participants were mostly local government employees who would not use this method in their work but could be involved in its promotion. As such, the lowest ratings were given in response to “Did you learn skills that were necessary for your work?” An analysis of training evaluations overall indicates that the trainees attained a very good knowledge of Quick Start. Participants assessed its usefulness in preparing workers for new jobs as “medium high,” indicating belief in the approach. Trainers were rated the highest (average ratings above 4 on a five-point scale). While County LPS emphasized its value and usefulness, they also stressed that Quick Start is difficult to implement.

CREATION OF LOCAL PARTNERSHIP SPECIALISTS NETWORKS

Following the completion of Regional and County Local Partnership Training each region formed a network to support and implement the LPM. Sixteen regional networks were created in all. The members represent regional and local self-government, labor offices, NGO’s, trade unions, training institutes, universities, employers’ organizations and other labor market partners. Each region has a designated Local Partnership Coordinator. These Regional Local Partnership Coordinators combine to form a national network. Specific networks are presented below in the groups corresponding to particular training rounds conducted during the LPM.⁶

⁶ See Appendix E for a complete list of Regional Network Coordinators.

ROUND I

The Pomorskie Region

The Regional Labor Office, acting under the Marshal's authority, coordinates the work of the network and implements the LPM. It connects the activities and initiatives of the Regional and County LPS with other programs implemented throughout the Region. The partners within the network represent various regional institutions of the labor market, such as trade unions, guilds, employers' organizations, economic organizations, educational centers, NGO's, local labor offices and business counseling centers. Using partnership principles, they jointly implement economic development projects. For example, they presented the regional structure for the LPM implementation to the Regional Labor Office, prepared the meeting of the Pomorskie Region Council concerning unemployment in the region, worked to create peer support groups in the Gdynia Shipyard and supported the LMAT for the employees of the Hardboard Company in Czarna Woda. Additionally, they promoted LED workshops and Rapid Response throughout the counties. The network partners met with the representatives of the Catholic dioceses from the region and promoted parish-sponsored Peer Support Clubs for the unemployed. They introduced LPM rules into EU funded regional programs supporting economic development and job creation ("Gryf") and to programs supporting reemployment of laid-off workers ("Ster"). Network participants are active, support each other in their operations, exchange experiences and invite each other to the implementation of various assistance programs.

The Malopolskie Region

The network in Malopolska enjoys the broad participation of the Marshal and Vice-Marshall. Through the regional partnership network, the Executive Board of the Region disseminates information and programs on economic development and the labor market to the LPS, communities, counties, companies and NGO's in order to use those initiatives more efficiently. Therefore, the Regional LPS were carefully selected to implement the program and to work within the regional network. The Regional LPS represent the Marshal's Office, Regional Labor Office, regional development agencies and regional welfare centers. The Marshal's Office takes a leading role and works with the network coordinator. The County and Regional LPS jointly prepared a ceremony for signing program implementation agreements between the Marshal and the Executive Boards of the counties. Local self-governing authorities provide financing for meetings and activities organized by the network. During these meetings, the Regional and County LPS share their implementation experiences. All counties from the region, trade unions, local labor offices, economic associations, representatives of companies, business-related organizations and other institutions of the labor market were invited to work within the network. The network members undertake many activities aimed at integrating all the different assistance programs and regional initiatives concerning local partnership and economic development. Under the network, the Regional and County LPS improve qualifications, knowledge, and skills through self-development programs.

Together with business partners from local communities, the Malopolska network organized and participated in training courses on economic clusters. They organized an informational training program for network members and local labor office staff concerning the system of One-Stop

Centers. Further, the County and Regional LPS organized and jointly conducted LED workshops in seven counties as well as promoted the Rapid Response program and formed two job clubs in two additional communities.

The strong point of the network involves cooperation of County LPS from neighboring counties in the implementation of partnership initiatives. Regional LPS from the region are invited to the counties to disseminate information. The network members also established the International Partnership Center – Partners Network to coordinate the activities of all regional networks. Finally, the Board of the Region and the Małopolska Local Partnership Network co-organized and co-financed the Final Conference of the LPM in September 2004 in Krakow. The Małopolska network is institutionalized, independent and open to cooperate with other regions and partnership networks.

The Lubelskie Region

The Regional Labor Office, through its representatives from the Center for Information and Professional Career Planning, has played a significant role in the coordination of the network's activities from the very beginning. All tasks related to supporting and organizing the network are the responsibility of the Regional Labor Office and all counties have joined the network. The representatives of the self-governing authorities, NGO's and the trade unions operate within the network and the members of the network are active, support each other in their activities, undertake implementation of joint initiatives and leverage the possibilities arising from various assistance programs. The Regional LPS, together with the Institute, conducted a training course on Rapid Response for an additional group of participants. Network members engaged in the implementation of Peer Support and LED components. They also participate in the creation of associations (three have been established so far), the development of local forums and contribute to the inclusion of LPM methodologies into local strategies.

ROUND II

The Dolnośląskie Region

The work of this network is coordinated by the Regional Labor Office and the Deputy Marshal. Employees of the Regional Office are actively involved in its activities. In addition, representatives of the Marshal's Office and business-related organizations are network partners. A significant part of the network's operations encompasses the meetings and activities organized by the network in and for participating counties. LPS, the County Commissioners, and local businesses exchange experiences with network participants. County and Regional LPS support each other in promoting the LPM and participate jointly in LED. County LPS organized and jointly implemented LED workshops in seven counties and are currently preparing three additional workshops. Network members participated in the training on economic clusters, and organized an informational training on Rapid Response and on One-Stop Centers.

The Świętokrzyskie Region

This network consists of a range of people representing regional institutions as well as a small group of people representing counties. Two network coordinators are assigned by the Marshal's Office and the Regional Labor Office. As a result of the network's activities, another county joined the network and agreements were signed by the County Commissioners and the Executive Board of the Region in September 2004.

The Zachodniopomorskie Region

The Zachodniopomorski network is independent and operates on the basis of strong institutional foundations. Many outside the public sector are members of this network and a very strong role is played by the Regional Labor Office. Agreements between the County Commissioners, the Executive Board of the Region and numerous regional partners have already been executed. Specialists initiated an association called "Local Partnership Centre". Cooperation has resulted in joint projects to further develop LPM activities and to integrate assistance programs and regional initiatives for partnership.

The Mazowieckie Region

Network activities are coordinated by the Regional Labor Office and conducted by the implementation team. Cooperation was the responsibility of members of the Executive Board for the Region. Association members include Regional and County LPS, employees of the Regional Labor Office, Marshal's Office, business organizations and institutions, and organizations from the outside the public sector. Agreements between the County Commissioners and the Executive Board of the Region have been signed. During meetings of the Regional and County LPS, a plan for network activities was developed with a goal of further development of activities for local partnership. New LPS trained in other regions have joined the network. Cooperation has already resulted in developing a common implementation plan for LED workshops in three counties. Workshops in two more counties will be conducted jointly by Regional and County LPS.

ROUND III

The Opolskie Region

Thanks to intensive work by network participants, all counties but one joined network activities and the partnership program. A strong role was played by the Marshal's Office, whose staff member coordinates the LPM's regional implementation team, a body established pursuant to a resolution adopted by the Executive Board of the Region. Two NGO's were financed by the Marshal's Office to participate in local partnership training. One NGO received a grant to implement LED workshops in Opolski County. Network representatives have prepared an action plan to continue partnership activities in all counties of the Region. The Regional Board of NSZZ "Solidarność" plans to create Peer Support structures within the trade union.

The Silesian Region

This region was the site of the original USDOL-funded Workforce Development Project in 1998 and 2000. As a result, the training program for LPS was combined with the Opolskie Region. The agreements between the County Commissioners and the Executive Board of the Region have not yet been concluded. Network members prepared a project and received funds for further support and formation of Peer Support Job Clubs within the region. Additionally, the Regional Board of NSZZ “Solidarność” plans to disseminate Peer Support among its most active regional institutions and the Mining Restructuring Agency (GAP) incorporated Quick Start into World Bank procedures for the coal mine reform program.

The Kujawsko-Pomorskie Region

The Marshal and the Marshal’s Office play a significant role in this network which resulted in independence of network activities, great involvement of all partners, and consistent activities integrating all programs implemented within the Region under the auspices of the local partnership. Activities are coordinated by the Director of the Regional Development Department. Over a hundred organizations from the region were invited to participate in the network including trade unions, employers’ organizations, economic associations, universities, training institutions, local self-government authorities, trainers of the “Local Leader” program and representatives of NGO’s. The Board of the Region presented the LPM and network activities during an Economic Forum, where agreements on implementation were signed between the County Commissioners and the Marshal. Regional LPS were responsible for organization of training for County LPS. Partners also improved their knowledge about economic clusters and One-Stop Center systems. A series of LED workshops were completed in one county and a pilot implementation of LED workshops took place in another county.

The Wielkopolskie Region

Unlike many others, this network was initially created at the county level and representatives of regional institutions joined the program in the final round of training. The network is coordinated by the Regional Labor Office. Pursuant to a resolution adopted by the Executive Board of the Region, a task force chaired by the Vice-Director of the Regional Labor Office was established to implement the LPM. The network co-organized additional training for the Regional Welfare Centre and the County Commissioner. Trainings were conducted by the Regional LPS who was engaged in the promotion of program among many social partners. County LPS initiated implementation of the LED. Agreements between the counties, the Executive Board of the Region and many regional partners have been signed. Another strong partner, the Regional Board of NSZZ “Solidarność” plans to work with the network to implement some components of the LPM.

The Łódzkie Region

The Director of the Regional Labor Office is the coordinator responsible for program implementation and for the local partnership network. The Regional Labor Office organized the ceremony during which agreements were signed between the County Commissioners and the

Executive Board of the Region. A representative of the trade union and a member of the Regional Employment Council is the leader of the Regional LPS. Many regional organizations cooperate within the network including trade unions, employers' organizations and associations, trade and economic chambers, foundations, and County Commissioners. Regional LPS participated in all training workshops for County LPS and together developed a plan for implementing the program in the counties. Network participants also made a presentation on the LPM during the Regional Employment Council resulting in an agreement to implement the program. County and Regional LPS have undertaken numerous joint initiatives under the network to promote the program in counties and to prepare a number of joint projects for peer support, LED and professional training courses. Network members frequently undertake activities aimed at integrating assistance programs and regional initiatives concerning partnership and the labor market. "Good Neighborhood" activities are also visible in the network such as visits from different counties and exchange of experiences.

ROUND IV

The Lubuskie Region

Agreements to implement LPM between the Executive Board of the Region and all counties have been signed. A strong group of county institutions and organizations operates within the network consisting of representatives from self-government authorities as well as trade unions, employers' organizations, NGO's and training institutions. The two network coordinators are from the Regional Labor Office. Pursuant to the resolution adopted by the Executive Board of the County, three people were appointed as LPS in Międzyrzeczki County. The LPM will be implemented in the region once the Executive Board of the Region passes a resolution authorizing it.

The Podkarpackie Region

Representatives of a majority of counties and strong representation of regional institutions, mostly from outside the public sector, make up the network's members. The two network coordinators are from the Marshal's Office and the Regional Labor Office. Seven regional organizations signed an agreement for further cooperation. At the initiative of network members, an association of County and Regional LPS was established. An agreement to implement the LPM was signed between the County Commissioners and the Executive Board of the Region.

The Podlaskie Region

The Regional Labor Office coordinates implementation of the LPM and the Director of the Regional Labor Office is involved in network activities. Participation in network activities by all County Commissioners is a strong feature of this network. Partner activity in the network is outstanding. During the LPM training, a common marketing strategy was developed for the implementation of five LED activities in five counties. The network coordinators, the Director of the Regional Labor Office, and Regional LPS participate in these activities. An agreement to implement LPM was signed between the County Commissioners and the Executive Board of the Region.

The Warmińsko-Mazurskie Region

The Regional Labor Office is the Coordinator of the program and network activities. Network members include Regional and County LPS, employees of the Regional Labor Office, representatives of self-government authorities, trade unions, employers' organizations, NGO's and training institutions. The program coordinators participated in training the County LPS and developed an action plan to promote the network and LPM activities in the counties. A ceremony was held in September during which the agreements to implement LPM was signed between the County Commissioners and the Executive Board of the Region.

LOCAL PARTNERSHIP MODEL PROJECT EXPANSION

IMPLEMENTATION BY PROJECT PARTNERS

The main objective of the project was to create a nationwide cadre of skilled trainers who would be able to apply LPM tools and practices to implement follow-on initiatives. Following Round I of the Regional and County LPS training, resources were reallocated to provide more training and materials at the local level and to mentor Regional and Local LPS in implementing LPM components. Thanks to the participation and involvement of many local self-government authorities and social partners, local resources and funds were contributed to initiate LPM projects at the local level. This ensured that the overall project objective was achieved in all program components. As a result, the LPM contributed significantly to the increase in the employment level and the quality of life in its partner communities.

LED Implementation and Results

Between October 2003 and September 2004, County LPS completed LED workshops in 15 counties with seven additional counties having workshops in progress when the LPM ended.

The best results were attained in those counties where workshops were broadly promoted among businesses, the local self-governing authority, bankers, tax offices, the Social Insurance Agency (ZUS), the labor office, local development agency, NGOs, infrastructural institutions, trade unions, youth, pensioners, and social assistance institutions. Including local media was also a great success as they not only participated in the workshops but also promoted them to the community at large through press articles, television and radio programs.

The workshops were very popular, gathering together various groups of citizens who attempted jointly to resolve economic and unemployment-related problems. All economic projects developed during the workshops are in demand and needed by the business and local community. In addition, participants ensure that projects selected for development are implemented by local companies and new jobs are created for the community.

Average representation was as follows:

Businesses	24.2%
Local self-government	29.2%
Infrastructural institutions	25.2%
Economic and advisory organizations	8.5%
NGOs	8.5%
Youth	4.4%

By August 2004, 60 economic development projects were prepared during the workshops which will be implemented leveraging local funds and/or with funds acquired under EU programs. Results included:

- **Investment by Local Business.** The winning project in Lwówek Śląski will be financed with 70% from the funds from the private sector. The project focused on the promotion of products manufactured by local private businesses. Local self-government will help to obtain funds for promotion of the products in Poland and abroad. The project will be submitted to the European Union for funding under its Integrated Operational Program for Regional Development.
- **Diagnosis of Economic Environment.** Only during LED workshops in Dąbrowa Tarnowska did citizens realize that nine companies from outside their area dispose of garbage in their community for profit and decided to seize the opportunity to develop and implement a “Communal Waste Mineralization Plant.” The cost of construction is approximately 8m PLN (\$2m) which will be financed from both public and private funds. One of the workshop participants, a local businessman in the construction sector, became an investor. In addition, the county will submit an application for funding to the European Union as part of the Integrated Operational Program for Regional Development in Małopolska.
- **Leveraging Economic Resources.** New business organizations emerged and existing ones became operational. In Dąbrowa Tarnowska, business people associated in various county level economic organizations joined forces and established the Powiśle Dąbrowskie Association of Businesses and Traders with over 120 members.
- **Creation of Local Leaders.** Many LED participants became local leaders of activities to increase social and economic capacity in their communities. For example, local leaders in Tarnów formed a tourism organization developed during the workshops. “Podgórze Project – Discovery of Mysteries” works for the development of tourism in Tarnów and neighboring counties.
- **Implementation of LED Projects.** The project developed in Parczew “Parczew-Białka-Sosnowica Bicycle Path” received a grant from the Philanthropy Academy for 14,170 PLN (about \$3,500). The project was initiated in January 2004 and completed all stages by the end of May. The project involved mapping out the bicycle path, posting signs, and organizing training courses for people intending to set up Bed & Breakfasts along the route.

- **Promotion of Local Self-Government Authorities.** Starosts, mayors and local community administrators in Dąbrowa Tarnowska, Lwówek Śląski, Lubań, Oświęcim, Brzesk, Oława, Nowy Tomyśl, Białogard and Ciechanów confirmed that the LED workshops and methodology enabled them to become aware of citizen problems and to respond to community needs. They can now promote their offices as customer-friendly.
- **Promotion of Local Business.** During workshops, business cards and promotional materials were exchanged and some companies sponsored coffee breaks or office materials in Oświęcim and Nowy Tomyśl counties. In Lwówek Śląski and Nowy Tomyśl, some companies sponsored the development of county-wide promotional materials to be distributed to workshop participants.
- **Social Engagement and Interaction.** Although the County Commissioner is the official host, local communities are involved in the preparation of workshops taking over certain tasks and costs. The Oświęcim county hosted Workshop A whereas subsequent workshops were held in the local communities of Kęty, Brzeszcze and Chelmek. As was often the case, there was an initial competition between local communities and the Starost. As an unexpected result of the workshop, joint organization of the workshops allowed for the partnership relations to develop and this cooperation trickled down to other activities.
- **Building Cooperative Relationships.** Business people from Tarnów stated that they had never had an opportunity to talk to the local government representatives and felt that officials were not interested in their problems. As a result of the workshops, participants understood that everyone is responsible for unemployment, local economic development and creation of a business friendly climate. They also discovered that it was important to spend their money locally allowing companies to earn money and increase the tax base. Businesses became aware that they were an important pillar of the economic development in their region.

Many communities have started to implement more than one project. For example, Dąbrowa and Tarnów counties in Małopolska Region decided to implement four projects; Białogard county decided to implement three projects simultaneously; and Tuchola county decided to implement two projects.

Rapid Response Implementation and Results

Participants in Rapid Response training often pointed out the urgent need to implement the Labor Management Adjustment Teams or Peer Support Clubs but that Polish experience during the last five years showed that timing and favorable circumstances are needed for these to succeed. It is noteworthy then that the following activities were implemented in many local communities.

Labor Management Adjustment Teams (LMAT)

LMAT teams should be formed in mass lay-off situations affecting over 50 people in a restructured company; however, during the LPM implementation the most intensive restructuring was already over. During 2002 - 2004, employees were laid off gradually in small numbers. As a result, the support for and establishment of LMATs was significantly hindered. In response County LPS created an innovative alternative by establishing County LMATs.

Three inner-company LMATs established during the course of the LPM are presented below:

- ◆ **Hardboard Company (Zakłady Płyt Pilśniowych) in Czarna Woda (Pomorskie Region)**

The Regional LPS identified the pending bankruptcy and immediately contacted worker representatives and management of the company while at the same time conducting the economic and social analysis of the local environment. It was decided that a County LMAT should be established with the assistance of the employees of the Local Labor Office and the local self-government authorities. The following people were involved: City Council Chair, local Job Club leader, Local Labor Office directors in Starogard and Chojnice and managers of the Social Service Center. Subsequently, the County LMAT contacted the government official responsible for supervising the bankruptcy of the company.

Two information and advisory centers were opened. Research tools to analyze the needs and expectations of the 462 laid-off employees were prepared. Almost half (218) of the laid-off employees used these services. A collective analysis was prepared and individual advisory sessions were initiated. The County LMAT operated between June and December 2003 during which time it monitored laid-off staff. In total, 112 people were re-employed in a new company established at the site of the bankrupt company. Over 30 other people found employment in the local labor market.

- ◆ **“Jedność” Steelworks in Siemianowice Śląskie (Silesian Region)**

The situation at the steelworks was dire. Since 2001, the employees of the steelworks were in a state of suspension; they did not produce any specific goods or services and received partial, irregular salaries. The majority of sub-contractors were designated for liquidation and over 500 employees from the steelworks were expected to be laid off.

The LMAT was created to organize various forms of assistance for laid-off and at-risk staff of the steelworks and its subsidiaries. The LMAT was comprised of 18 members and 7 organizations including representatives of the Local Labor Office, the Institute, trade unions, the social group “Unemployment Protection Movement” and the City Council. The LMAT ensured the flow of information through individual sessions and group meetings from the company liquidators to the employees and to organized groups receiving direct information from the employers. Peer Counselors were trained to function among the laid-off employees. The LMAT operated between November 2003 and January 2004. Since the further operation of the LMAT within the company was impossible, assistance for the laid-off employees was organized outside of the company. The local media, parishes, Social Information Points in Siemianowice Śląskie as well as

the peer support club (“Job Club”) provided the laid-off employees with information regarding available assistance.

An Advisory Point of the Local Labor Office operated at the steelworks supported by a psychologist and a social worker who provided information about services of local NGO’s such as the Unemployment Protection Movement, the Institute, and trade unions. The professional counselors from the Local Labor Office in Siemianowice Śląskie provided support. The needs of laid off employees were monitored and connected to with parishes and charitable organizations to provide material assistance. The Advisory Point’s services were used by approximately 200 people.

♦ **Army Unit 3090 – Łomża Depot**

The Łomża Depot was a budgetary unit operating within the national defense sector, liquidated as a result of changes undergone by the 9th Regional Material Base 65 employees were expected to be laid off.

The LMAT acted on the basis of an agreement between the Labor Center in Olszyna, unit management command, and labor union NSZZ PW. The LMAT was comprised of 11 members including the Mayor of Łomża, Local Labor Office in Łomża and Zambrów, Social Insurance Agency (ZUS), Labor Inspection Office and the Łomża Chamber of Industry and Commerce.

Between June 9 – 30, 2004, the LMAT organized individual meetings with the employees, an Employer’s Day with local companies, an information point for laid-off employees, promotion of LMAT activities, psychological support workshops, and preparation and collection of information surveys.

Peer Support Club (“Job Club”)

As of August 15, 2004, 228 Peer Counselors operate in Poland within 56 Job Clubs and have provided services to 14,807 employees, of which 865 are estimated to have found employment. The majority of the Job Clubs were set up by members of the Local Partnership network who were trained as Rapid Response Specialists. The Institute also trained volunteers operating within local parishes. Peer Counselors and volunteers from the Clubs were engaged in the preparation of 29 projects addressed to various sponsors.⁷

Over 15 additional clubs are planned to be established by the end of 2004. In addition, two regional boards of NSZZ “Solidarność” Trade Union are planning to create Peer Counselor networks within their respective regions. Finally, steps are underway to create a Social Activity Laboratory at the Silesian University which will conduct activities supporting the existing self-help groups.

⁷ See PMP Aggregation in Appendix F.

Quick Start Implementation and Results

The most significant achievement was to incorporate Quick Start into the World Bank procedures for the Coal Mine Sector Reform program to be implemented between 2003 – 2006. The Mining Labor Agency (the training implementation agency for the World Bank project) plans to conduct all training courses for 500 mining sector employees using the Quick Start method. The Quick Start methodology was selected as one of the employee retraining methods based on “*requalifying contracts*” pursuant to the Act on Restructuring the Mining Sector that was effective November 28, 2003. Requalifying contracts cover employees relocating from coal mines directly to a new employer with the State incurring the entire training cost and employee remuneration. The employment contract signed with the new employer must provide 12 months of work and cover all the costs of the new employee. At project close, 12 former coal mine employees were trained using “Quick Start” in two companies: the archives of the Central Institution for Mining and the Housing Administration Institute in Bytom and employment contracts signed for 27 months. Additionally, two contracts for training using the Quick Start method were prepared for administrative posts.

In addition, a post-graduate **International Vocational Counseling College** was established at the Silesian College for Management and Social Sciences in Tych which included Quick Start method as a part of its curriculum to train vocational counselors.

Following an independent midterm project evaluation, Quick Start demonstration was viewed as critical to the component’s success so pilot projects in three regions were initiated to demonstrate the value and the need for Quick Start training.

The following businesses utilized Quick Start to trainee workers:

- ◆ **“Lubinex” Clothing Company:** 24 tailors were trained and 15 (60%) subsequently employed. The remaining trainees were awaiting execution of employment contracts.
- ◆ **“SAHNA Polska” Sp. Z o.o.:** A training course for 37 operators of alphanumerically-steered lathes was conducted with 17 (46%) of the trainees employed.
- ◆ **Special Economic Zone in Olawa:** Jelcz – Laskowice Company submitted an application for 700,000 PLN for training its employees; the application was pending at the date of this report. A candle production plant is also prepared to conduct training using the Quick Start method.
- ◆ **ITC Company in Skarszewy:** Conducted a training program for 22 tailors to produce pram covers and hired 100% of the trainees.
- ◆ **Antracyt Hotel in Gdynia:** Receptionist and chambermaid jobs were analyzed and a comprehensive training program was prepared to be used in the future to train all hotel staff.

OTHER LPM PROGRAM EXPANSION

To respond to participant demands, various assistance and additional trainings were provided:

- Four rounds of “Public Relations, Media and Advocacy ” trainings were held for 112 Regional and County LPS conducted by WSI’s consultants, Wayne Veneman and Julie Cominos. A participant handbook was developed and translated into Polish.
- In July 2003, a three-day organizational development program was organized for the leaders and members of the Institute to develop its strategy for future implementation of the LPM.
- In July 2003, O*Net training was conducted by WSI consultant, Fred Cutler, for County and Regional LPS representing labor offices to supplement Quick Start curriculum development by updating occupational coding systems to the latest database used by the ILO and Western labor market specialists.
- In October 2003, a series of training courses “Manage Your Own Professional Career” were offered to 73 volunteers from the Peer Support Clubs in Silesia and Małopolskie Regions with technical and financial support from the Institute and the local parishes.
- In March 2004, the LPM was promoted among the regional representatives of two of the largest trade unions, NSZZ “Solidarność” and OPZZ. Two workshops were held to discuss the unions’ role especially in LMATs and Peer Support Clubs. Together with the NSZZ “Solidarność,” a handbook was developed to promote local partnership and Rapid Response tools among the trade union members.
- In June and August 2004, two one-day informational sessions on economic clusters were conducted for the regions of Pomorskie, Zachodniopomorskie, Kujawsko-Pomorskie, Wielkopolskie, Lubuskie, Dolnośląskie and Małopolskie. Approximately 250 people attended including County and Regional LPS, business representatives, NGOs and employees of self-governing authorities from counties and local communities who had completed LED workshops. WSI consultant, Barbara Andrezzi, introduced the following topics: the concept of economic clusters, ways to identify emerging clusters and support their development, how to identify the potential for cluster development, how to identify whether clusters will provide the type of employment needed in a region, and how to create jobs in the cluster.
- In August 2004, WSI Consultants, Miche Grant and Tom Ivory, conducted a series of trainings for Regional and Local Labor Offices in four regions on the functioning of One-Stop services and the role of Workforce Boards in local communities under the USDOL’s Workforce Investment Act.
- In August 2004, WSI Consultant, Marion Bentley, conducted a three-day training for Regional and County LPS on LED Workshops E and F in order to establish next steps for implementation of the LED process.

PROJECT RESULTS – QUANTITATIVE DATA PERFORMANCE MONITORING PLAN

The development and implementation of the a Performance Monitoring Plan (PMP) was fully in play in September 2003. Data gathering and reporting tools were developed collaboratively by USDOL, WSI, and the Institute, with technical assistance from Management Systems International (MSI).⁸ Though PMP data was not available until relatively late in the project's life cycle, the data was useful in validating institutionalization.

In November 2003, MSI conducted an independent mid-term evaluation and made the following recommendations to which the LPM took subsequent action:

- 1. **Recommendation:** Review current project staffing and structure and look for changes that will help to diminish the very substantial demand on the project coordinators at the Institute. Changes could include, for example, adding staff or increasing the role of some of the longest serving project trainers. It does not appear that the current project structure will allow the coordinators to effectively address all of their growing responsibilities, in terms of both project management and substantive leadership. The heavy workload will likely only increase over the near to medium term, particularly given the opportunities and pressures created by the expected influx of EU funds (a process which began in April of 2004).*

Action taken:

- 1) An office manager at the Institute was hired September 2003.
 - 2) Roles and responsibilities were restructured to better utilize the two administrative assistants and three network coordinators.
 - 3) WSI's Project Director and Project Assistant took more active roles in the daily administrative operation of the project.
 - 4) WSI Consultants augmented the Institute trainers' training delivery.
- 2. **Recommendation:** Pay close attention to how performance information is analyzed and used, both at the project and at USDOL. Performance data will soon be available to managers. It will be important to make the review of performance information an integral part of project management and decision-making (e.g., through periodic, regularly scheduled, performance reviews).*

Action taken:

Due to delayed PMP design and the staggered nature of the project implementation plan, PMP data was not available on a timely basis. However to the extent it was available, it was utilized. For example, in late 2003, it was clear the project was having the greatest impact at the local level, therefore, the project budget and approach was adjusted to enhance support for implementation at the local level.

⁸ Appendix F: Pland Aggregated Performace Data Table

- 3. Recommendation:** *Review and revise the training materials for Quick Start. Informally survey current Local and Regional Partnership Specialists to identify specific points of weakness in the materials. Where appropriate, use the LED materials as a guide. Revision of QS materials should address concerns of the training participants with regard to learning the concepts or techniques related to QS, but should also provide tools for actually implementing QS at the firm level.*

Action taken:

Based on training evaluations, resources for Quick Start were reallocated to conduct implementation at the company level in order to increase trainers' skills through practical experience. In addition, the training schedule was adjusted to provide more opportunity to conduct training. Finally, a new Quick Start program coordinator was tasked with reviewing all training manuals to adapt to the needs of implementation and include best practices.

- 4. Recommendation:** *Review the purpose and structure of the regional training workshops. Though this may not be an important issue for the project due to the fact that the project will soon be ending, it could well have substantial value to on-going efforts by the Institute following the completion of the project. This recommendation addresses the notion that it may be possible to prepare the regional specialists for their role as project advocates, or as supporting participants in community activities, through a less developed (and less expensive) approach. One option might be a shorter and leaner regional workshop, i.e., perhaps shortening or eliminating one of the three workshop sessions. A second option is to include regional specialists in the same workshops provided to local specialists.*

Action taken:

The original project design aimed at creating expert trainers at the regional level proved to be unattainable because regional participants were full-time managers of the partner organizations which limited availability as trainers. In addition, many of the regional participants lacked training skills. Consequently, in January 2002, the project's approach was redesigned, while maintaining the integrity of the project goal. The regional participants' function shifted to include a significant role for advocates and coordinators of LED in addition to training. This redesign allowed participants to develop an expertise in training skills and LED as well as an understanding of the integration process of the three components. The new approach included tools for the post-training implementation. Institute trainers identified regional participants with an aptitude and interest in conducting training and included these participants in local implementation training as a way to further develop their expertise and skills. Finally, after each training round, Institute and WSI trainers evaluated the effectiveness of each session. Rounds III and IV included shorter first and last sessions to accommodate travel time for participants.

- 5. Recommendation:** *Assess the potential benefit of supplementing training for Quick Start and Rapid Response (beyond job clubs and peer support) with additional support for direct activities with communities and enterprises. Modest seed funds may facilitate a marked increase in the interest shown by communities and enterprises in these activities*

(i.e., a benefit that exceeds the cost of the seed funds). One option might be to fund a small number of pilot activities that could (a) serve as demonstrations for other communities or enterprises, and (b) allow Local and Regional Specialists (and perhaps Institute trainers as well) to gain some practical experience with the specific methods and tools of QS and the relevant RR activities.

Action taken:

Although project funding was extremely limited, some project resources were redirected to implement Quick Start in three companies, to conduct LED workshops in 50 communities, and to support the establishment of 50 Peer Clubs and 2 LMATs.

6. **Recommendation:** *Continue to monitor the issue of supervisory support for Local and Regional Specialist and, to the extent necessary, explore additional means to create such support. The Project is already pursuing policy and regulatory changes to facilitate the creation of dedicated RPS and LPS positions, and further, is using the platform of the LPS Networks to demonstrate to supervisors the value of the work of Local and Regional Specialists. The project is also encouraging supervisors to participate in the summary/planning exercise that is the focus of the third session in the regional workshops in order to increase supervisor buy-in. However, if these actions do not result in a substantial and broad-based increase in the support shown by supervisors for the Partnership Specialists, the Project will need to identify and energetically pursue additional options.*

Action taken:

Greater effort was made to involve supervisors of regional participants, especially in the last session on post-training planning and implementation. This strategy secured greater supervisor buy-in to permit staff to not only participate in training but also to implement future initiatives. As an example of this support, a number of regional and local governments have passed ordinances to support the partnership in economic development and to create LPS positions.

7. **Recommendation:** *Regarding Project Sustainability and Institutionalization:*
- *Identify and put in place a process for monitoring national level labor policy. Capacity for lobbying for policy that continues to be supportive of the Partnership Model should be maintained after the completion of the project. The Institute is a likely, but perhaps not the only, candidate organization to provide this function.*
 - *Expand activities that promote increased awareness and understanding of the Partnership Model. As success stories emerge, focus on distributing these stories through various means to local and regional officials. Actual evidence of success will provide a compelling incentive for increased support by officials for Local and Regional Specialists.*
 - *Address currently identified weaknesses in training workshops and materials. Continue to monitor trainee reactions to and assessment of workshops to facilitate any useful revisions to the workshops, and to ensure on-going relevance and quality of the training.*
 - *Though very limited, the feedback provided by Specialists with regard to LPS networks indicates the networks should be expanded in number and perhaps in their*

scope of activities, as well. It is further recommended that the project consider developing a simple tool to monitor the networks in order to identify their most useful activities and functions.

Action taken:

While the Institute for Cooperation and Local Partnership will continue the LPM within Silesia, particularly the Rapid Response component, a new NGO was formed by the LPS trainers and participants. This NGO, the Center for International Partnership – Partners Network, will continue implementing the LPM throughout Poland and further encourage trainer development.

Intensive advocacy and promotion resulted in three initiatives: 1) EU Social Funds have included the USDOL/WSI partnership model as a blueprint for all EU funded projects for Economic Development; 2) the World Bank approved Quick Start as one of the viable training methodologies in its Coal Mine Restructuring Program directed at over 26,000 miners; and 3) the new NGO is preparing a proposal to the EU to create a nationwide platform for best practices in economic development.

SUSTAINABILITY

Thanks to numerous consultations with the Ministry for the Economy, Labor and Social Policy and with the support and engagement of all partners from the National Advisory Board, the following provisions were incorporated into the final version of the Promotion of Employment and Labor Market Institutions Act⁹ on 20 April 2004:

1. Article 6, Chapter 3 – the Local Partnership Institution is defined and included among the Labor Market Institutions implementing the tasks set out in the Act: *7(a) “Local Partnership Institutions are institutions implementing the initiatives of labor market partners created to implement the tasks set out in the Act and supported by regional self-governing bodies”.*
2. Article 21, Chapter 8 states that labor market policy is implemented by national authorities based on dialogue and cooperation with social partners under the activities of employment boards, local partnership and public employment services by social partners.
3. Article 108 provides that the costs incurred during the implementation of local partnership activities may be financed from the Labor Fund.

In addition, many institutionalization activities were conducted by Regional and County LPS working in 16 regional networks. Together with numerous allies of partnership activities, these specialists contributed to the following successes:

⁹ Journal of Laws No. 99, Item 1001

1. In Dąbrowa Tarnowska, (Małopolskie Region) Resolution No. IX/80/03 of 13th November 2003 change the Organizational By-laws of the County Commissioner by adding local partnership the tasks to the Office for Promotion, Development and Innovation, thus institutionalizing the LPM on a county level.
2. At the Regional Labor Office in Poznań (Wielkopolskie Region), the tasks of coordinating LPM implementation were incorporated into the activities of the Department of Labor Market Policy.
3. Programs and initiatives adopted based on LPM principles include GRYF, EURO-SZTAFETA, STER implemented in the Pomorskie Region based on resolutions of the Regional Assembly.
4. In July 2003, the Opolskie County Council adopted a resolution for implementing a Program for Counteracting Unemployment and Stimulating the Local Labor Market which incorporated LED, Peer Support, and Quick Start activities.
5. Specialists from the Mining Labor Agency in Silesia incorporated the Quick Start methodology into the operational procedures of the 2003-2006 World Bank program for coal mining reform as a method for training employees leaving the sector for re-qualification contracts, stipulated by the Act on Restructuring Mining of 28 November 2003.
6. The Silesian College of Management and Social Science in Tychy will train vocational advisors, among others, in the Quick Start methodology as part of post-graduate International Vocational Advisory College.
7. The best examples of employment-related agreements signed after combining resources from various assistance programs is the “Employment Integration Development” in the Chełmska region designating the Local Partnership Specialist responsible for coordination of planned activities. Declarations of partnership were signed by 72 partners and eight Job Clubs were created within the county under such agreements.
8. An NGO from the Opolskie region obtained additional financing from the regional self-governing authority for implementing LED workshops in one county, accessing national and international sources to leverage project funding.
9. Regional and local resolutions were adopted such as:
 - Zachodniopomorskie’s 2004 socio-economic policy (*Regional Assembly No. VIII/86/03 of 15 September 2003*) states that one of its directions will be the development of local partnership. Also, the regional self-governing authority’s objectives (*Regional Assembly No. X/114/03 of 15 December 2003*) now includes activities contributing to local labor market improvements, designating assistance for local partnership initiatives for employment a priority.

- Białogardzkie County Council’s labor market assessment (*Resolution No. VII/71/03 of 27 June 2003*) identified local economic development as a necessity for reducing unemployment and adopted support measures as a priority.

The bottom-up initiative of the Regional and County LPS to create new associations deserves particular mention. During the course of the program, the following activities were initiated:

1. An Association of Opolskie County Initiatives (Lubelskie Region) was established and registered in January 2004 with the objective to create the conditions for economic and social development based on development of human resources. The association will assist self-governing authorities, businesses, schools and unemployed persons.
2. In Zachodniopomorskie Region set up an association called “The Local Partnership Center” to initiate, assist and promote local initiatives for the development of the community. The association is in the process of being registered.
3. In Świdnickie County (Lubelskie Region), the association “Forum for the Development of Świdnickie County” will coordinate businesses, NGOs, self-governing authorities and organizational units of self-governing authorities. One of its objectives is implementation of LED workshops.
4. In the Malopolska Region, the main objectives of the association “The International Partnership Center – Partnership Network” in Krakow are to initiate, support and develop local partnership for economic development and to promote and disseminate the achievements of the LPM project by exchanging best practices between regions.
5. In Biłgorajskie County (Lubelskie Region) the “European Local Partnership Center” was established to create the conditions for balanced development through partnership. The association has submitted an application to be granted charitable organization status.
6. In Podkarpackie Region, the association “Partnership for Podkarpacie” will promote local partnership, conduct training and counseling courses to promote LED and increase employment and vocational opportunity for at-risk workers and the unemployed.
7. In Mikołowskie County (Silesia) an association called the “Community Development Center” counteracts social exclusion through activities for the social and professional reintegration of marginalized groups, especially the long-term unemployed and young people.
8. In Stalowowolskie County (Podkarpackie Region) the “Institute for Regional Development” assists the unemployed through building local partnership and economic development activities.

A database of these registered associations and those being created is housed at the Institute, which plans broad cooperation with the newly created organizations. This cooperation will contribute to strong local partnership throughout Poland.

LESSONS LEARNED

- 1. NGOs play an important role in developing local partnerships.** One of the most significant elements of LPM achievements was the participation of NGO representatives. That group, however, was not sufficiently represented during LPM training because there is a rather small group of NGO's dealing with labor market and economic development in Poland and because there was insufficient promotion to NGO's. In addition, travel costs to participate in training were self-financed which presented another significant obstacle, which was made more difficult when some NGO's joined activities late and completed training in other regions. It is very important to strengthen NGO presence and competencies in creating local partnerships.
- 2. Trade Unions must be engaged.** At first, LPM activities were not widely attended by trade unions. Once unions were engaged, they became avid supporters of the LPM. Additional promotional sessions were organized and proved very helpful in encouraging participation.
- 3. Participant selection in LPS training is critical.** The quality of LPM training courses depended upon the recruitment of participants as potential Local Partnership Specialists. Local government authorities needed to be reminded of LPM goals and the role of LPS so that they referred people with specific training qualifications and high motivation to implement the methodology learned at the training.
- 4. Local LPS experts from the region or county should be incorporated in local training.** The concept of creating a network based on the cooperation of County and Regional LPS proved very successful. When Regional LPS participated in trainings within their regions, motivation among participants increased significantly and specific activities for partnership were identified.
- 5. Local and regional government authorities should be included in LPM sessions to ensure better buy-in.** The presence of local and regional self-government authorities was very beneficial because it demonstrated to other training participants, who were often subordinate officials, that the government does care. Most significantly, it allowed for a better understanding on the part of local government officials of the true benefits of partnership.
- 6. The Local Partnership process leads to collaborative problem solving.** LPM workshops provided a positive, hands-on exercise to resolve specific local community problems.
- 7. Social capital building during training leads to better cooperation.** Training developed and enhanced cooperation between representatives of various institutions, increasing the opportunity to form partnership around common the local development goals.
- 8. Geographically based LMATs can function as an alternative to company-based LMATs when demand is not strong enough.** LMATs were not popular among participants from less industrial regions so emphasis was placed forming teams on a geographical structure such as county or locally based teams.

RECOMMENDATIONS AND NEXT STEPS

1. Training techniques and skills should be improved among County and Regional LPS. County and Regional LPS often lacked specific trainer skills. It is recommended that a specific training module be included to improve basic training skills.
2. Monitoring and evaluation support should be given to the networks. The creation of 16 networks was a significant program achievement and warrants consideration of follow-on activities to monitor and support network activities.

CONCLUSION

The Local Partnership Model is a proven method for counteracting unemployment and enhancing economic development in a community. It is one of very few or perhaps the only systematic methodology in Poland for creating partnership for employment and economic and social development and, as such, is an important and efficient tool for emerging “pacts”.

Institutionalization of the LPM methodology was fully achieved in all 16 regions of Poland and in over 230 counties and townships through the development of a cadre of Regional and County Local Partnership Specialists who are able to apply LPM tools and practices to implement follow-on initiatives. This objective was achieved in all three program components. As a result, the Local Partnership Model contributed significantly to an increase in the employment level and the quality of life in its partner communities.

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**APPENDIX D: COUNTIES, TOWNS AND MUNICIPALITIES PARTICIPATING
IN LOCAL PARTNERSHIP PROJECT
June 2002 – September 2004**

Małopolska - 14 counties, 3 towns:

KRAKÓW, BOCHNIA, BRZESKO, CHRZANÓW, DĄBROWA TARNOWSKA, GORLICE, LIMANOWA, NOWY SĄCZ, OLKUSZ, OŚWIĘCIM, TARNÓW, WIELICZKA, ZAKOPANE, WADOWICE towns: ANDRYCHÓW, NOWY SĄCZ, ALWERNIA

Pomorskie - 12 counties + 3 counties, which signed the agreement:

CHOJNICE, CZŁUCHÓW, KARTUZY, MALBORK, GDAŃSK-town, SŁUPSK, NOWY DWÓR GDAŃSKI, STARGARD GDAŃSKI, TCZEW, PRUSZCZ GDAŃSKI, SŁUPSK, SOPOT, and 3 counties, which signed the agreement: BYTÓW, KOŚCIERZYNA, KWIDZYŃ

Lubelskie - 22 counties:

LUBLIN, LUBARTÓW, ŁĘCZNA, RYKI, ŁUKÓW, JANÓW LUBELSKI, RADZYŃ PODLASKI, OPOLE LUBELSKIE, PUŁAWY, ŚWIDNIK, PARCZEW, ZAMOŚĆ, CHEŁM, LUBLIN- grodzki county, ZAMOŚĆ- grodzki county, TOMASZÓW LUBELSKI, BIAŁA PODLASKA, KRASNIK, KRASNYSTAW, WŁODAWA, HRUBIESZÓW, BIŁGORAJ

Świętokrzyskie - 5 counties:

KAZIMIERZA WIELKA, KIELCE, KOŃSKIE, OPATÓW, PIŃCZÓW

Zachodniopomorskie - 7 counties, 1 town, 3 municipalities + 1 county, which signed the agreement:

BIAŁOGARD, KAMIEŃ POMORSKI, KOŁOBRZEG, KOSZALIN, ŁOBEZ, STARGARD SZCZECIŃSKI, ŚWIDWIN, town: BIAŁOGARD and municipalities: BIAŁOGARD, KARLINO, TYCHOWO and 1 county, which signed the agreement: GOLENIÓW

Dolnośląskie - 12 counties, 2 towns and 2 municipalities:

LEGNICA, DZIERŻONIÓW, GŁOGÓW, LUBIN, KŁODZKO, LUBAŃ, LWÓWEK ŚLĄSKI, OŁAWA, WOŁÓW, WROCŁAW, ZGORZELEC, ZĄBKOWICE ŚLĄSKIE town: LEGNICA, WAŁBRZYCH and municipalities: CHOJNÓW, KĄTY WROCŁAWSKIE

Mazowieckie - 10 counties, 4 municipalities and 1 town, which signed the agreement:

CIECHANÓW, KOZIENICE, ŁOSICE, MŁAWA, OTWOCK, PŁOCK, OSTRÓW MAZOWIECKA, SOCHACZEW, SZYDŁOWIEC, WĘGRÓW, and municipalities: CIECHANÓW, KRASNE, OJRZEŃ, OPINOGÓRA and town, which signed the agreement: CIECHANÓW

Łódzkie - 14 counties and 1 municipality:

BRZEZINY, KUTNO, ŁASK, ŁĘCZYCA, ŁOWICZ, ŁÓDŹ, OPOCZNO, PODDĘBICE, PIOTRKÓW TRYBUNALSKI, RAWA MAZOWIECKA, SIERADZ, WIERUSZÓW, WIELUŃ, PABIANICE and municipality: KOLUSZKI

Kujawsko - pomorskie - 11 counties, 3 towns as well as 2 counties and 1 town, which signed the agreement:

RYPIN, GRUDZIĄDZ, LIPNO, BYDGOSZCZ, CHEŁMNO, WŁOCŁAWEK, WĄBRZEŻNO, TUCHOLA, TORUŃ, INOWROCLAW, SĘPÓLNO, town: GRUDZIĄDZ, BYDGOSZCZ, TORUŃ, and counties, which signed the agreement RADZIEJÓW, GOLUB – DOBRZYŃ, town- INOWROCLAW

Wielkopolskie - 17 counties, 1 town and 1 municipality:

WOLSZTYN, CHODZIEŻ, CZARNKÓW, GNIEZNO, GOSTYŃ, GRODZISK WIELKOPOLSKI, KĘPNO, KONIN, KROTOSZYN, POZNAŃ, NOWY TOMYŚL, PLESZEW, TUREK, ŚRODA WIELKOPOLSKA, WRZEŚNIA, ZŁOTÓW, KOŚCIAN town: POZNAŃ and municipality: KOŚCIELEC

Opolskie - 7 counties + 3 counties which signed the agreement:

NYSA, OPOLE, PRUDNIK, BRZEG, KLUCZBORK, NAMYSŁÓW, KRAPKOWICE and 3 counties, which signed the agreement: OLESKO, STRZELCE OPOLSKIE, KĘDZIERZYN-KOŹLE

Śląskie - 5 counties, 1 town, 1 municipality:

ŻYWIEC, CZĘSTOCHOWA, CIESZYN, PSZCZYNA, BĘDZIN, towns: SIEMIANOWICE ŚLĄSKIE, and municipality: SKOCZÓW

Warmińsko – mazurskie - 12 counties, 2 towns and 3 municipalities:

OLECKO, BARTOSZYCE, DZIAŁDOWO, GIŻYCKO, GOŁDAP, NOWE MIASTO LUBAWSKIE, LIDZBARK WARMIŃSKI, OLSZTYN, PISZ, SZCZYTNO, ELBLĄG, WĘGORZEWO
town: OLECKO, OLSZTYN and municipalities: WIELICZKI, KOWALE OLECKIE, ŚWIĘTAJNO,

Podlaskie - 6 counties, 1 town:

AUGUSTÓW, SIEMIATYCZE, ZAMBRÓW, BIAŁYSTOK, HAJNÓWKA, SOKÓŁKA, town: BIAŁYSTOK

Lubuskie - 12 counties, 1 municipality + 1 county which signed the agreement:

ŻAGAŃ, ZIELONA GÓRA, WSCHOWA, SULECIN, KROSNO ODRZAŃSKIE, SŁUBICE, NOWA SÓL, STRZELCE KRAJEŃSKIE, GUBIN, ŻARY, MIĘDZYRZECZ, GORZÓW WIELKOPOLSKI municipality: LUBRZA, as well as county, which signed the agreement: ŚWIEBODZIN

Podkarpackie - 13 counties as well as 7 counties and 4 towns, which signed the agreement:

PRZEWORSK, MIELEC, KOLBUSZOWA, KROSNO, NISKO, LEŻAJSK, LESKO, RZESZÓW, STALOWA WOLA, LUBACZÓW, PRZEMYŚL, USTRZYKI DOLNE, DEBICA; counties, which signed the agreement: ROPCZYCE – SĘDZISZÓW, JASŁO, STRZYŻÓW, ŁAŃCUT, SANOK, JAROSŁAW, BIESZCZADY, as well as towns: KROSNO, PRZEMYŚL, RZESZÓW, STALOWA WOLA

Total participants in Local Partnership Program participate:

- **196 counties**
- **20 towns**
- **16 municipalities**

TOTAL = 232 LOCAL COMMUNITIES

APPENDIX E: REGIONAL NETWORKS

Network	Coordinating Institution	Address	Coordinator	Contact
Dolnośląskie Local Partnership Network	Regional Labor Office	ul. Ogrodowa 5b 58-306 Wałbrzych	Danuta Florek Director	074/ 840 81 93
Kujawsko – Pomorskie Local Partnership Network	Marshal's Office in Toruń	Plac Teatralny 2 87-100 Toruń	Jan Wadoń Director of Department for Regional Policy and Spatial Economy	056/ 621-83-20
Lubelskie Local Partnership Network	Regional Labor Office	ul. Niecała 14 20-080 Lublin	Maryla Wójtowicz Manager of Department for Center for Information and Professional Career Planning	081/ 532-40-20
Lubuskie Local Partnership Network	Regional Labor Office	ul. Wyspiańskiego 15 65-036 Zielona Góra	Iwona Malolepsza	068/ 325-41-11 ext. 216
Łódzkie Local Partnership Network	Regional Labor Office	ul. Wólczańska 49 90-608 Łódź	Marcin Janowski	042/632-25-09 ext. 156
Małopolskie Local Partnership Network	Marshal's Office in Krakow	ul. Kordylewskiego 11 31-542 Kraków	Katarzyna Kucharska Deputy Director of Department for Economy and Infrastructure	012/ 299-06-00
Mazowieckie Local Partnership Network	Regional Labor Office	ul. Młynarska 16 01-205 Warszawa	Jolanta Wanielista	022/ 631-31-51
Opolskie Local Partnership Network	Marshal's Office in Opole	ul. Piastowska 13 45-082 Opole	Adam Kowalczyk	077/ 452-44-04
Podkarpackie Local Partnership Network	Marshal's Office in Rzeszów	ul. Grunwaldzka 15 35-959 Rzeszów	Lidia Żarowska	017/ 850-17-45 office. ext. 28
	Regional Labor Office	ul. Lisa-Kuli 20 35-025 Rzeszów	Przemysław Denda	017/ 850-92-23
Podlaskie Local Partnership Network	Regional Labor Office	Ul. Pogodna 22 15 – 354 Białystok	Janina Mironowicz Director	085/ 749-72-11
Pomorskie Local Partnership Network	Regional Labor Office	Ul. Okopowa 21/27 80-810 Gdańsk	Katarzyna Rewers	058/ 307-75-66
Świętokrzyskie Local Partnership Network	Regional Labor Office	Al. IX Wieków Kielc 3 25-516 Kielce	Kamila Śnioch	041/ 342-15-43
Warmińsko – Mazurskie Local Partnership Network	Regional Labor Office	Ul. Głowackiego 28 10-448 Olsztyn	Monika Najdzion	089/ 522-79-00
Wielkopolskie Local Partnership Network	Regional Labor Office	Al. Niepodległości 16/18 61-713 Poznań	Mariusz Marciniak	061/ 854-15-18
Zachodniopomorskie Local Partnership Network	Regional Labor Office	ul. Odrowąża 1 71-420 Szczecin	Krzysztof Musiatowicz	091/421-24-96

APPENDIX F: POLAND AGGREGATED PERFORMANCE DATA TABLE SUMMARY

Indicator		S2 02	S1 03	S2 03	S1 04	S2 04	TOTAL
DEVELOPMENT OBJECTIVE: INCREASED EMPLOYMENT OF WORKFORCE IN PARTNER COMMUNITIES							
DO.1. Number of new full-time jobs, part-time jobs and seasonal employment	LED	0	0	4	4	0	8
	LMAT	0	0	0	24	190	214
	QS	0	0	0	0	54	54
	Total	0	0	4	28	244	276
DO.2. Number of retained jobs	LED	0	0	0	94	0	94
	LMAT	0	0	0	167	675	842
	QS	0	0	0	0	12	12
	Total	0	0	0	261	687	948
OBJECTIVE: INCREASED EFFECTIVENESS OF LED COMMUNITIES/TEAMS							
O.1. Number of communities that submit formal funding proposals for LED projects	LED	0	0	1	2	4	7
	LMAT	0	0	0	0	27	27
	QS	0	0	0	0	1	1
	Total	0	0	1	2	32	35
O.2. Number of formal funding proposals for LED projects that have been submitted	LED	0	0	1	2	0	3
	LMAT	0	0	0	0	0	0
	QS	0	0	0	0	0	0
	Total	0	0	1	2	0	3
O.3. Number of communities that are currently implementing LED projects	LED	0	0	0	2	1	3
	Total	0	0	0	2	1	3
O.4. Number of LED projects that are currently being implemented	LED	0	0	0	2	1	3
	LMAT	0	0	0	0	0	0
	QS	0	0	0	0	0	0
	Total	0	0	0	2	1	3
Immediate Objective 1: Maintain/strengthen local partnership and participation							
1.1. Number of communities that complete LED workshops	LED	0	0	1	5	12	18
1.2. Number of LMATs and peer support groups established	LMAT	0	0	0	5	1	6
	Peer Support	5	2	8	19	42	76
	Total	5	2	8	24	43	82
1.3. Number of participants in local partnership activities	LED - Participants	0	0	452	2154	2089	4695
	LED - Organizations	0	0	63	403	355	821
	LMAT - Participants	0	0	36	39	28	103
	LMAT - Organizations	0	0	3	19	15	37
	Peer Support - Participants	103	39	154	103	2122	2521
	Peer Support - Organizations	19	37	97	32	70	255
	QS -Participants	0	0	0	20	114	134
	QS - Organizations	0	0	0	3	12	15
	Total	122	76	805	2773	4805	8581

Sub Immediate Objective 1: Increased access to services of the Local Partnership Model							
1.1.1. Number and percent of poviats (counties) in target regions where services and training in the LPM have been provided	# Counties receiving training	0	22	50	53	66	191
	%counties that received training	0%	7%	16%	17%	21%	61%
1.1.2. Number and percent of poviats (counties) that have established the position of Local Partnership Specialist (LPS)	# LPS positions established	0	0	1	0	2	3
	# of Counties with LPS position	0	0	1	0	2	3
	% of Counties with LPS position	0%	0%	0%	0%	1%	1%
	Total	0	0	2	0	4	6
1.1.3. Number and percent of poviats (counties) that are in the process of establishing an LPS position	Number of LPS positions in process of being established	0	1	0	0	0	1
	# of Counties in process of establishing LPS position	0	1	0	0	0	1
	% of Counties in process of establishing LPS position	0%	0%	0%	0%	0%	0%
	Other %	0%	0%	0%	0%	0%	0%
	Total	0	2	0	0	0	2
Sub Immediate Objective 2: Increased capacity of local and regional institutions to provide and support LPM activities							
2.1.1. Number and percent of regional and poviat level LPM trainees who meet threshold requirement of knowledge	Number of Regional LPM trainees meeting threshold	0	27	44	80	6	157
	Percent of total County LPM trained	0%	100%	100%	100%	100%	100%
	Number of county LPM trainees meeting threshold	0	38	136	136	139	449
	Percent of total Regional LPM trained	0%	100%	100%	100%	100%	100%
	Total	0	65	180	216	145	606
2.2.1. Number and percent of regional and poviat level LPM trainees who express a threshold level of belief in the LPM components	Number of Regional LPM trainees believer	0	27	44	80	6	157
	Percent of total Regional LPM trainees	0%	100%	100%	100%	100%	100%
	Number of county LPM trainees believers	0	38	136	123	130	427
	Percent of total County LPM trainees	0%	100%	100%	90%	94%	95%
	Total	0	65	180	203	136	584
Sub Immediate Objective 3: Local laws and regulations are amended to support implementation of LPM components							
3.1.1. Number and percent of counties and municipalities that amended local laws in support of the LPM	Number of Counties	0	0	14	1	119	134
	Percent of Counties	0%	0%	4%	0%	38%	43%
3.2.1. Number and percent of draft resolutions/motions which support the LPM that have been presented to local governments	# Counties	0	1	0	2	14	17
	% Counties	0%	0%	0%	1%	4%	5%
	Total	0	1	0	2	14	17
3.3.1. Number of Laws Amended	# County Laws Amended	0	1	1	0	7	9
	# Regional Laws Amended	0	2	0	6	9	17
	# National Laws Amended	0	0	0	0	1	1
	Total	0	3	1	5	17	26

