



The **AWARDS** *Sources for Change*

From inventory to analysis to innovation

Lessons - ingredients from practices suitable for implementing the Sustainable Life Development (SLD) approach

(Examples to foster innovation and change in the elaboration of the AWARDS territorial
Action Plans and corporate Pilot Initiatives)

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Acknowledgements

Sources for Change contains selected ingredients that give evidence on how courses of action can be conceived and implemented to cover the multi-faced issues of the Sustainable Life Development (SLD) approach.

Obviously there is need to integrate them in strategic planning as the territorial Action Plans and the corporate Pilot Initiatives would like to following the theoretical and operational frameworks of the AWARDS project.

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However, having written this report, Marta Franci and Filippo Strati assume full responsibility on how contents and topics are treated and presented in the following Chapters.

PREFACE

The aims of the AWARDS peer review on good practices

From inventory to analysis to innovation: this commitment led the AWARDS partners to carry out a peer review on good practices between April and November 2006.

60 interesting initiatives were identified and analysed in a series of European Union local contexts. 29 of them were selected and analysed more in depth.

33 persons participated in a final seminar held in Piacenza the 29th and 20th of November 2006: 15 from the AWARDS project, 9 external experts and 9 local stakeholders.

They debated 10 experiences, which presentations (slides) are available in the AWARDS web site (www.awardsproject.eu): Wielkopolska Voivodship (Poland); Foriet (Spain - Portugal); Etap Carriere (France); Arbetstorget for Erfana (Sweden); Trousse and Age Management (Italy); Aware, Alba Plata and Eloisa (Spain); Social Dialogue and Equality (Portugal).

These good practices were compared with those discovered in the local case study areas of the AWARDS project: Piacenza and Arezzo in Italy; Ferrol and Murcia in Spain.

Debate and comparison were aimed at identifying Approaches, Methods and Tools (AMT) that are Transferable, Adaptable and Integrable (TAI) in courses of action aimed at combining several policies (e.g. employment, social inclusion, education, training, age and gender management) according to the AWARDS Sustainable Life Development (SLD) strategy.

A series of useful lessons - ingredients (lessons) emerged from the huge amount of meanings, concepts and examples.

A subsequent elaboration, made through the collaboration of all the AWARDS partners, constitutes the structure of this consolidated report, where lessons – ingredients (Chapter 2) are presented after having clarified the methodological approach followed by the AWARDS project to capitalise on good practices (Chapter 1).

The list of the experiences taken into account during the peer review is reported in Annex 1 that indicates those selected for a deeper analysis, while more details are reported in the publication: *The AWARDS Peer Review*.

CHAPTER 1: PRACTICE

Living practices

A practice is:

- a course of actions based on the utilisation of approaches, methods and tools that has become familiar to knowledge, behaviour and capacities of the concerned persons and social communities
- produced by a continuously open learning process among persons and social community
- the result of a combination between different temporal and spatial dimensions that form the framework of knowledge, experience, feeling, thinking and acting
- the result and symbolic expression of social interaction as a nested process between several actors (persons and groups) that reciprocally orient their ways of thinking and acting while mutually influencing their own motivations and behaviours
- an individual framework of reference as far as it is socially determined and shared by persons, groups and/or the society as a whole

A practice is not good by itself as a whole, for ever and for any context, but it depends on specific local contexts, purposes and situations.

A **local context** is a whole (system) of relationships between persons, organisations, behaviours, cultures and rules.

A **purpose** is the reason for which a course of actions (policy, initiative, strategy, project etc.) is elaborated and performed or an instrument (tool, institutional mechanisms, measure, rule etc.) is created.

A **situation** is what is happening in a particular place at a particular time, a set of circumstances linked to the combination of time and space dimensions.

A practise is good as far as it stimulates innovation and change in the context where the practice has been determined as well as in other contexts and other purposes and situations through:

- a process of trial and error that improve knowledge, skills and competence (capacity building)
- a process of codified (formal) and tacit (informal) learning and knowledge based on a permanent comparison and exchange between our own and other ways of acting and thinking

A (good) practice can be learnt if it combines at least three effects:

- demonstration, that is the perception of concreteness by which a practice that works well in a specific context (or for a specific purpose or situation) can be implemented in other context (or for other purpose or situation)
- involvement, that is the perception of possible dissemination by which a practice performed by other actors (persons and groups) can be implemented also in our own context (or for our purposes or situations)
- novelty, that is the perception of dissonance by which a practice emerging from a specific context (or a specific purpose, or situation) can open new options and perspectives with respect to practices currently performed in our own context (or for our purposes or situations)

For the above-mentioned reasons, a practice should be analysed to learn lessons that can be utilised to nourish new practices.

AMT: lessons – ingredients of a practice

Useful lessons are not generic but specifically anchored to the existing problems and solutions envisaged and / or found by means of the ingredients that form the practice.

Therefore a practice must be carefully fragmented into its relevant ingredients.

Good practices (e.g. projects, plans and other local initiatives)	
Ingredients (lessons) - definition	Examples
<p>Approach (A) is the <i>theoretical framework</i> of a good practice.</p> <p>It makes clear ways of thinking about specific issues.</p> <p>It contains <i>concepts</i> that allow partners to share a common language and to formulate strategies in a given context.</p>	<p>Documents, studies, reports (Theoretical Handbook) that explain the orientation towards change and innovation processes</p> <p>Case studies (that explain relevant concepts, approaches or strategies)</p> <p>Training content that explain their theory-based orientation</p> <p>Mission/vision statement of projects</p>
<p>Methods (M) form the <i>operational framework</i> of a good practice.</p> <p>They describe how the theoretical framework can be put in operation in the concerned context</p>	<p>Operational Handbook that explains how analyses, needs assessment, case studies, etc. are carried out in practice (step-by-step)</p> <p>Training manuals etc.</p>
<p>Tools (T) are the practical means (e.g. products) of a good practice that put the methods into operation.</p> <p>In other words, they allow methods (i.e. the operational framework) to be implemented in a specific context while following the theoretical framework (approach).</p>	<p>Training tools and techniques</p> <p>Adaptability index & other measurements</p> <p>Assessment tools</p> <p>E-learning platform, website, other software and equipments</p>

TAI: driving factors for exchange

Unfortunately usability of lessons – ingredients is influenced also by some conditional attitudes and behaviours that act generally as facilitating or impeding factors both on individual and communities, both in alternate and erratic ways:

- falling in love that consists in considering beautiful, interesting and exciting everything coming from other experiences or, on the contrary, what is currently experienced by one’s own community
- standing back that consists in disregarding other experiences or considering them already tested or present in one’s own community
- resisting that consists in considering not applicable to one’s own community experiences stemming from outside but only those endogenously (internally) determined
- blocking that consists in believing experiences cannot be imported or exported because of too different cultures and situations existing in one’s own and other communities

For the above-mentioned reasons, usability of an ingredient should be assessed carefully highlighting what is its most relevant property among the following ones.

Property of the ingredients (lessons) - definition	
Transferability (T)	Examples
<p>This ability is the property to be passed to and be used by another local context without any change.</p> <p>An ingredient elaborated and tested in a specific local context can be easily passed to another specific context.</p> <p>Transfer-ability is very near to the ecological property of Re-utilisation: the utility of materials and products continues to exist for a long period of time without changing their ways of utilisation.</p>	<p>Approach: a concept definition, a series of strategic guidelines can be used in another context as they were originally formulated.</p> <p>Method: a manual is easy usable in another course of actions as it was originally formulated.</p> <p>Tool: an index / indicator or a training technique can be easy translated in other similar instruments</p>
<p>The diagram consists of two ovals. The left oval is labeled 'Original context' and the right oval is labeled 'New context'. A curved arrow originates from the top of the 'Original context' oval and points towards the top of the 'New context' oval, indicating a transition or transfer of information from the original to the new context.</p>	

Property of the ingredients (lessons) - definition	
Adaptability (A)	Examples
<p>This ability is the property to become suitable for a new purpose or situation through small changes.</p> <p>Although an ingredient has been tested for a specific purpose or situation, it can be worked out in a suitable manner to be used for another purpose or situation.</p> <p>Adapt-ability is very near to the ecological property of Re-cycling: existing products become “raw” materials for new products generally changing their main purposes and ways of utilisation.</p>	<p>Approach: some change in concept definitions, in components of a strategic document can allow another purpose or another situation to be better and carefully understood in order to deal with it.</p> <p>Method: some change in a training manual can allow it to be used as a facilitator’s field book.</p> <p>Tool: an index / indicator or a training technique can be easy translated in other different instruments</p>

Property of the ingredients (lessons) - definition	
Integrability (I)	Examples
<p>This ability is the property to be combined with other components.</p> <p>An ingredient tested in a specific context or for specific purposes can forms part of other ingredients existing in other contexts and for other purposes.</p> <p>Integration-ability is very near to the ecological property Reduction of consumption: resources are saved in “doing more with less”.</p>	<p>Approach: some definitions and strategic components can be linked to and mixed with other definitions and components saving resources (time included) to produce new concepts and documents</p> <p>Method: methods in training manuals can be combined with other methods to form new handbooks.</p> <p>Tool: an index / indicator or a training technique can be mixed with other instruments to support evaluation and decisions in other policy fields.</p>

Selection: good practices suitable to the SLD approach

Selection was made focusing on Approaches, Methods and Tools (AMT) aimed at formulating a robust menu of ingredients that can be utilised for new practices in the elaboration of the territorial Action Plans and the corporate Pilot Initiatives according to AWARDS vision and missions.

AWARDS vision

“Sustainable Life is the human behaviour

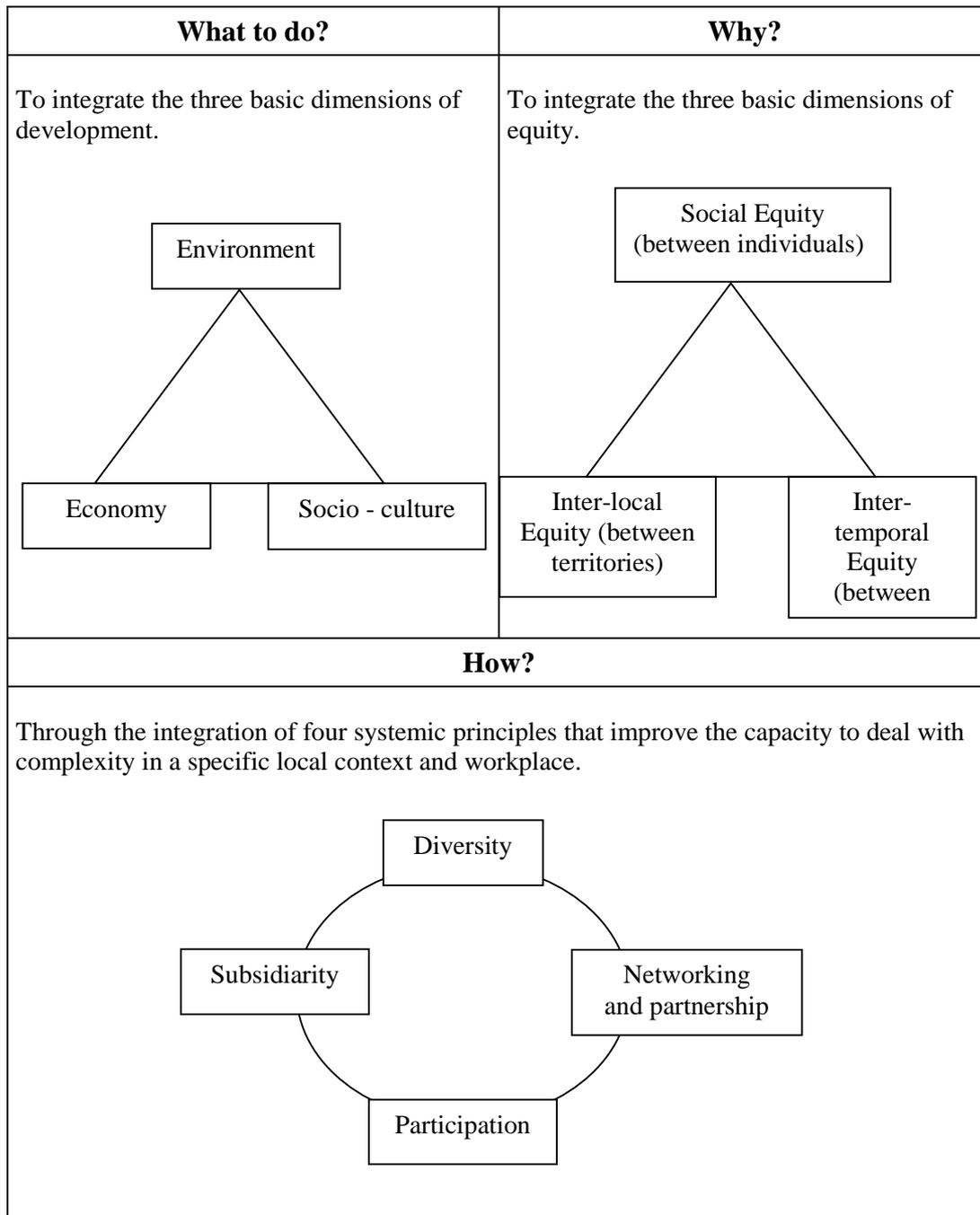
- *based on the capabilities to access to resources*
- *integrating their economic, environmental and socio-cultural functions*
- *to meet simultaneously the needs of different persons, generations and territories.”*

AWARDS missions (overall objectives)

- to improve the employability (capacity to participate in the labour market) of ageing women workers
- to develop appropriate vocational guidance and training systems
- to harmonise social inclusion, employment, health, socio-cultural and other associated policies towards sustainable development
- to co-ordinate measures between public policy (e.g. community services, social security) and enterprise (e.g. workplace, work organisation) levels
- to create a supportive environment at a territorial and entrepreneurial context
- to involve governments, social partners, other stakeholders and the workers themselves into every local initiative

The ingredients (AMT) were extracted from the selected good practices by assessing their Transferability, Adaptability and Integrability (TAI) in new local contexts.

The descriptors of the 10 SLD Orientation aspects constituted the parameters of reference to carry out the analysis of good practices and to extract their useful ingredients.



The following Chapter summarises the overall results of the peer review in terms of lessons – ingredients (AMT) that refer to each descriptor of the 10 SLD Orientation aspects and have potential for being transferred, adapted and integrated (TAI) as a whole from the examined good practices to other contexts (space and time dimensions), namely those concerned by the AWARDS projects: Arezzo and Piacenza in Italy; Ferrol and Murcia in Spain.

CHAPTER 2: LESSONS – INGREDIENTS

Overall results

The methodology to carry out the AWARDS peer review (Chapter 1) allowed lessons – ingredients to emerge in terms of Approaches, Methods and Tools (AMT) for each descriptor of the 10 SLD Orientation aspects, as well as to reach a consensus of opinion on their properties to be transferred, adapted and integrated (TAI) in new courses of action.

The overall results are summarised in the following paragraphs.

OR1. Environment (What)

Descriptor
<i>Sustainable Life Development (SLD) orients life styles towards:</i>
Reduction of natural resource consumption, Re-utilisation of products, Recycling of products, spare parts, semi-products and wastes (“3 R” principle to protect the ecosystems)
Dissemination of clean technologies, products and processes
Pollution prevention and reduction
Utilisation of renewable sources of energy
Housing quality

Approaches
Transferable
Dissemination of knowledge and awareness on environmental issues and ethics. Integration of the environmental dimension in regional / local development, fostering inter alia: re-utilisation and re-cycling of products; energy saving and renewable energy; utilisation of public transport; sustainable water management; protection of rivers and other natural resource areas.
Integrable
Promotion of sustainability through an environmental culture that includes health protection in the workplace.

Methods
<p>Transferable Environmental education. Environmental protection. Waste reduction.</p>
<p>Adaptable New techniques to improve environmentally orientated capacity, corporate strategies and lifestyles (e.g. business plans, reduction, re-utilisation and recycling of available resources).</p>

Tools
<p>Transferable Communication campaigns and periodic meetings to exchange information, ideas and best practices. Sale of recycled products.</p>
<p>Adaptable Eco-efficiency innovation plans (e.g. energy saving, renewable energy sources, green areas, waste water collection and treatment) supported also by economic incentives. Workshops, meetings, information techniques, involvement of experts to promote environmental education also through role-playing and “games” that foster participants (e.g. individuals and families) to undertake change of at least one aspect of their lifestyle.</p>
<p>Integrable Training programme, transversal courses, module and materials. E-learning platform. Popular guides on methods and tools for energy saving and environment-friendly behaviours.</p>

OR2. Economy (What)

Descriptor
<p style="text-align: center;"><i>Sustainable Life Development (SLD) orients life styles towards:</i></p> <p>Active labour market policies to enable women to enter, remain in or return to employment</p> <p>Integration of the value of unpaid work, generally designated “domestic”, in resource accounting mechanisms in order better to represent the contribution of women to the economy</p> <p>Quality employment in activities aimed at safeguarding the ecosystems, developing environmentally sound products and processes</p> <p>Accessibility to goods, services, people and places lessening the environmental, social and health costs</p> <p>Integration of the environmental, social and health costs in the economy</p>

Approaches
<p>Transferable</p> <p>Innovative economic policies, changes in production patterns (e.g. overcoming old-fashioned post-fordism) and improvement of employment services to promote better quality jobs and education levels, labour market access, labour activation and employability, with a close attention on:</p> <ul style="list-style-type: none"> ageing workers (to prevent premature employment exist) women (to increase gender equality and work-family balance as a competitive advantage also for companies) disabled and other vulnerable people (to prevent risk of social exclusion) young people (to find also resources for new business initiatives and self-employment)
<p>Adaptable</p> <p>Active employment policies to enable people to return to and remain in labour market.</p> <p>Enterprise creation, business activities based on cultural heritage, support to self-employment and business start-up.</p> <p>Analysis and recollection of information about target groups (e.g. professional position of women, ageing workers).</p>
<p>Integrable</p> <p>Promotion of ethical finance, responsible consumption and eco-efficient production.</p> <p>Development of responsible and ethical tourism with a close attention to the environment.</p>

Methods
<p>Transferable</p> <p>New patterns of corporate and work organization.</p> <p>Research studies.</p> <p>Collaboration between local development agencies, employment services and companies to improve access to labour market, providing information and support for customised professional development plans.</p> <p>Awareness raising on the potential of experienced (that is ageing) workers and personalised solutions to increase their participation in the labour market.</p> <p>Integrated initiatives to improve women access to work (entrepreneurship included) and career development.</p>
<p>Adaptable</p> <p>Pilot programmes in strategic new economy sectors and new industrial sites planning, including information, training and advice services for technology innovation and enterprise creation.</p> <p>Involvement of a sample of enterprises in medium-term programmes (e.g. two years).</p> <p>Self-evaluation, guidance and training programmes to develop personal and social competences (self – employment included) through combination of heterogeneous methodologies and integration of the principle “ saving and giving time to live”.</p>
<p>Integrable</p> <p>Collaboration between Universities and technological institutes.</p> <p>Corporate social and environmental responsibility.</p> <p>Support to facilitate contacts between disable persons and companies.</p>

Tools
<p>Transferable Self-evaluation guides. Awareness courses of actions on Work & Life Balance to foster economic development. Flexibility in work organisation to meet the needs of women workers (e.g. shifts, part-time). Services (including training, career guidance and placement) provided by employment agencies to companies and workers. Booklets for the general public. Meetings with practitioners (e.g. associations, health and social operators, school teachers). Motivational courses (concerning also ageing workers). Training seminars for business start-up.</p>
<p>Adaptable Local development agencies. Job (employment and self employment) centres and services. Centres for re-motivation and training activities, financial support to unemployed people according to personalised plans. Help desks to provide information and advice to companies and workers (e.g. aged over 45). Work & Life Balance services. Stages, professional experiences and other practices in companies (also in other countries). On-line (distance) and traditional training courses and handbooks. Gender indicators in business planning to enhance Corporate Social Responsibility. Personalised mentoring and test to analyse and improve women capacity for entrepreneurship. Innovative methodological guides, virtual and on site tutors and cooperation between entrepreneurial women. Guides on proximity services. Data bases, observatories and studies on social, solidarity, employment (e.g. vacancies), business and economy trends.</p>
<p>Integrable Advertising campaigns, workshops and seminars Training courses, career and self-employment guidance, on-line classroom and modules, materials, guides, forms for job seeking (e.g. CV elaboration, covering letters), company tutorials. Pilot projects performed by public employment services to reduce unemployment rate of seniors. Tool kit elaborated directly by companies and workers. Agreements between stakeholders (e.g. trade unions, companies and public authorities) on procedures for utilising unemployment benefits within paths to maintain or find a job, as well as for labour insertion of disable persons. GIS (Geographical Information System).</p>

OR3. Socio-culture (What)

Descriptor
<p style="text-align: center;"><i>Sustainable Life Development (SLD) orients life styles towards:</i></p> <p>Increase in availability of human resources along the entire population life cycle Reduction in intimidation and discrimination, sexual harassment against women Abatement of gender barriers and stereotypes in employment policies Reduction of unemployed people Increase in people participation in the labour market Increase in people literacy and education Dissemination of knowledge and expertise on environmental issues and sustainable development Dissemination of knowledge and expertise on gender policies</p>

Approaches
<p>Transferable</p> <p>Increase in availability of human resources along the entire population lifecycle. Increase in activity and employment rates with a close attention on women while promoting business and people awareness of gender equality. Increase in people literacy, education and training while fighting against gender and age-centred stereotypes and discrimination. Dissemination of knowledge on environmental and gender issues, problems and solutions. Development of autonomy and responsibility of disable young persons, while changing perceptions and attitudes of several stakeholders (e.g. companies, public authorities, media, families).</p>
<p>Integrable</p> <p>Promotion of health protection in workplaces. Promotion of human and animal rights.</p>

Methods
<p>Transferable</p> <p>Gender Mainstreaming.</p> <p>Research and analysis (both quantitative and qualitative) on local context and socio-labour conditions of beneficiaries groups.</p> <p>Personalised and intensive support to people through integrated initiatives with specific attention on women and ageing workers to improve access to work, to maintain or change a job and to develop a professional career.</p> <p>New technologies and training methodologies (also for trainers, auditors and consultants) including linguistic, cultural and gender issues, transfer of competences between experienced and new entrepreneurs.</p>
<p>Adaptable</p> <p>Customised guidance, training and monitoring to develop individual and social competences.</p> <p>New patterns of human resources management and organisational behaviour.</p> <p>Services (including conciliation) to favour women labour re-insertion also through self employment and enterprise creation while ensuring smooth patterns for women in difficult situations (e.g. migrants, victims of violence, lodged in “social reception” houses).</p> <p>Psychosocial aids for disable persons.</p>
<p>Integrable</p> <p>Elaboration and evaluation of various techniques for job searching and vocational training, including those on new technologies.</p> <p>Parallel and contemporaneous actions on workplaces, schools, public institutions and society as a whole.</p>

Tools
<p>Transferable</p> <p>Equity offices and committees.</p> <p>Resource centres (e.g. documentation, information, guidance and advise).</p> <p>Vocational guidance and training (including environmental and gender issues, as well as ITC), placement, career advice interviews, informative seminars, paid stages in companies.</p> <p>Co-financing support to innovative projects concerning work organisation and technologies (e.g. e-commerce).</p> <p>Professional coaches who follows clients during their personalised plans.</p> <p>Project testing through the involvement of beneficiary groups.</p> <p>Operational and technical meetings (e.g. round tables) to debate different aspects and issues of the local contexts.</p>
<p>Adaptable</p> <p>Part-time, flexi-time and flexible work organisation.</p> <p>Permanent working group on workplace issues.</p> <p>Diagnostic techniques to recognise knowledge of ageing and women workers in order to find balanced solutions to meet their own and company needs.</p> <p>Mentoring, training courses, updated materials, methodological handbooks (e.g. on new professional profiles and virtual tutorial / tutoring).</p> <p>Monitoring and evaluation of pilot projects in order to promote a more extensive experimentation with new tools.</p> <p>“Step-by-step” training courses for women leaving in difficult situations.</p> <p>Practices in companies.</p> <p>Learning exercise in schools against gender stereotypes and in favour of care activities sharing.</p> <p>Qualitative research on Work & Life Balance issues involving also municipalities.</p> <p>Legal assistance for less favoured persons.</p> <p>Women’s forums, workshops, seminars.</p>
<p>Integrable</p> <p>“Hours Bank” within communities and companies.</p> <p>Vocational training and e-learning courses, including those on gender equality and environmental issues.</p> <p>Motivation workshops on capacity building.</p> <p>Therapeutic support.</p> <p>Data base of entrepreneurial ideas.</p> <p>Studies, interviews, publications, meetings and working groups of local actors to analyse the local context and debate key issues .</p> <p>Public initiatives concerning the European Year of Equal Opportunities for All and including also senior work issues.</p>

OR4. Social Equity (Why)

Descriptor
<p style="text-align: center;"><i>Sustainable Life Development (SLD) orients life styles towards:</i></p> <p>Equal opportunities between men and women (employment, pay, access to education and other services)</p> <p>Increase in the proportion of women in decision making processes</p> <p>Pro-active measures to prevent life crises and risks of social exclusion while helping the most vulnerable persons (children, elderly, those with different abilities, immigrants, nomads, those with particular forms of dependency)</p> <p>Social support systems and services to ensure child care and day-care facilities</p> <p>Reconciliation between working and “non-working” life supported by a more suitable organisation of “social time” (school, services, stores and shops, leisure activities, etc.)</p> <p>Safety measures both at work and in physical mobility</p>

Approaches
<p>Transferable</p> <p>Incorporation of gender perspective and equal opportunities (e.g. between men and women, elderly, young and disadvantaged persons) in employment, education and training plans, fostering inter alia reconciliation between working and “non-working” life, as well as women participation in sectors where they are traditionally under-represented.</p> <p>Increase in the level of Work & Life Balance for both men and women, while fostering gender equity also in private life and family responsibilities.</p> <p>Measures to prevent life crisis, risk of social exclusion (e.g. vulnerable people), as well as to overcome stereotypes (e.g. against women entrepreneurship) and gender discrimination.</p>
<p>Adaptable</p> <p>Improvement of customised services for people with special needs (e.g. children, elderly, disable and ill persons).</p>
<p>Integrable</p> <p>Time balance and share at work and at home.</p> <p>Changes in behavioural patterns to favour fair treatment of women and vulnerable groups (e.g. children, elderly people, foreigners and immigrants) in social, work and household contexts.</p>

Methods
<p>Transferable</p> <p>Dialog among institutions.</p> <p>Demonstrative methods on good practices.</p> <p>Working methodology to implement gender equity and strengthen socially correct behaviours.</p> <p>Improvement of work organisation to foster reconciliation of work, family and social life.</p> <p>Programmes to help women entrepreneurship.</p> <p>Development of vocational and professional skills.</p> <p>Initiatives to raise awareness of enterprises, workers, other stakeholders and the general public on ageing workers issues.</p> <p>Test of methods to integrate ageing workers and unemployed while encouraging them either to continue to work or to return to work.</p>
<p>Adaptable</p> <p>Integrated planning and services (e.g. training, individual support, insurance funds, working time flexibility, work management by objectives.) to cope with different unemployment and social exclusion issues (women, young people and seniors included).</p> <p>Career plans for women in strategic sectors.</p> <p>Training to politicians and civil servants to enhance gender mainstreaming.</p> <p>Training to practitioners to enhance quality of social (welfare) systems and services.</p> <p>Awareness raising and information actions at workplace.</p> <p>Cooperation and close interrelationships between experts, practitioners and clients (e.g. disable persons).</p> <p>Studies focused on specific characteristics and requirements of ageing workers.</p>
<p>Integrable</p> <p>Qualitative and quantitative research on women position in local governments, public administration and companies.</p>

Tools
<p>Transferable</p> <p>Company agreements and regulatory procedures regarding work flexibility.</p> <p>Corporate consultancy services.</p> <p>Specialised services, e.g. help desks for working mothers, psychologist counselling for women workers.</p> <p>Training course on several issues, for instance: employability, work mobility, health and safety protection standards, age and gender management, disability, immigration.</p> <p>Personalised support and trajectories monitoring.</p> <p>Awareness campaigns on equal opportunities (e.g. women employment, women culture in politics, capacity of disable persons).</p>
<p>Adaptable</p> <p>Fully equipped client-oriented centres for customised training activities, labour re-motivation and insertion.</p> <p>Individual and in-group activities with weekly follow-up.</p> <p>Tool box as a “trousse” (maybe in a CD ROM), containing explanations on key skills required by labour markets.</p> <p>Personalised assistance, selection and assessment of companies and women in emergent and strategic sectors.</p> <p>Women health courses, family clinics.</p> <p>Pilot schemes (training courses included) tested in production sectors.</p> <p>Financial incentives to companies that adapt work organisation in a more conciliating way.</p> <p>Light services (e.g. ironing and tailoring) provided by women who need non-standardised ways to participate in the labour market.</p> <p>Guide to implement gender mainstreaming in public administration.</p> <p>Gender awareness campaigns.</p> <p>National seminars and training days dedicated to specific stakeholders (e.g. companies).</p>
<p>Integrable</p> <p>New patterns and improvement of work organisation.</p> <p>“Hours Bank” within companies.</p> <p>Personalised relationships between senior and junior women entrepreneurs.</p> <p>Schemes to favour labour insertion of disable persons.</p> <p>Learning and training arrangements on issues dealing with children, elderly, women, disable and ill people, enterprise and job creation, motivation and capacity building, gender and environmental awareness</p> <p>Training materials videos, web platforms educational portal, e learning.</p> <p>Interviews, studies, surveys, samples, brochures, leaflets and publication of results.</p> <p>Workshops, conferences, seminars, meetings and panels</p>

OR5. Inter-local Equity (Why)

Descriptor
<p style="text-align: center;"><i>Sustainable Life Development (SLD) orients life styles towards:</i></p> <p>Balanced inter-local development Fair and solidarity relationships between different local communities Dissemination of connecting high technology systems to facilitate economic and socio-cultural exchanges</p>

Approaches
<p>Transferable</p> <p>Fair exchanges, solidarity and mutual support between different local communities. Dissemination of innovative initiatives to other local contexts. Improvement of intercultural and inter-linguistic knowledge. Cross-border initiatives for labour market mobility. Coordination between several employment services in different local contexts.</p>
<p>Adaptable</p> <p>Increase in equal opportunities for employment, training, education, social and health services in cross-border territorial areas, with specific attention to rural municipalities.</p>

Methods
<p>Adaptable</p> <p>Dissemination and sharing of methodologies and experiences gained in different contexts. Studies and analyses of needs and barriers for mobility between cross-border territorial areas. Cooperative Work & Life Balance between immigrant and indigenous women to meet each other's work, household and social needs. Coordinated working system and common methodologies implemented in different local case studies.</p>

Tools
Transferable Inter-local meetings and forums between stakeholders (e.g. companies and practitioners) to debate issues and exchange experiences. Quantitative and qualitative studies.
Adaptable Training modules, e-learning, web platform, workshops. Local context analyses and surveys. Help desks to inform, promote and raise awareness on significant initiatives. Thematic focus groups. Light services that allow women to participate in the labour market and to improve their individual and social life.
Integrable Joint meetings and web-portals to exchange information and transfer good practices. Social marketing. Workshops on market research among different local communities.

OR6. Inter-generational Equity (Why)

Descriptor
<p style="text-align: center;"><i>Sustainable Life Development (SLD) orients life styles towards:</i></p> <p>Equal opportunities between generations without gender discrimination Education to nourish integration between generations of different cultures Studies and strategic impact assessment on projects (long-term risks and damaging changes) considering conservation and development of environmental resources</p>

Approaches
<p>Transferable</p> <p>Strategies for sustainable development (e.g. Local Agenda 21). Behavioural changes in entrepreneurs and workers to fight the tendency to a premature outgoing of seniors from labour market. Equal opportunities for all generations with attention on ageing people while dismantling prejudices on their learning capacity. Knowledge transfer and dissemination of good practices between generations. Increase in value of individual experience.</p>
<p>Adaptable</p> <p>Education to nourish integration between generations. Increase in understanding of the value of senior workers by the part of public sectors and private companies.</p>

Methods
<p>Transferable</p> <p>Processes to recover and preserve ecosystems and natural resources for future generations.</p> <p>Consolidation of and increase in skills of ageing workers, while helping them to understand , assess and make the best use of their competences.</p> <p>Utilisation of experiences of senior entrepreneurs to help the juniors.</p> <p>Training for trainers.</p> <p>Knowledge dissemination on risks to women reproductive and psycho-physical health.</p>
<p>Adaptable</p> <p>Continuous evaluation activities.</p> <p>SWOT analysis and diagnostic techniques on knowledge, know-how, professional position of ageing people to assess their competences and needs (also for training purpose).</p> <p>Support to different social categories to enter labour market and increase degree of social integration.</p>
<p>Integrable</p> <p>Support to seniors to understand, assess, strengthen and make the best use of their competences.</p> <p>Support to entrepreneurs to realise the importance of experienced workers as a business asset.</p> <p>Promotion of the presence of both elderly and young workers within companies.</p> <p>Promotion of social interactions and integration between citizens, households and communities without age discrimination.</p>

Tools
<p>Transferable</p> <p>Vocational training courses.</p> <p>Awareness campaigns in different sectors (education centres, companies, etc.) and on key issues (e.g. equal opportunities for women entrepreneurship).</p>
<p>Adaptable</p> <p>Handbooks and training courses.</p> <p>Pilot centres to experiment with programmes on volunteer senior professionals.</p> <p>Company-based initiatives to promote presence of both ageing and young workers.</p> <p>Monitoring and evaluation plans.</p>
<p>Integrable</p> <p>Motivational courses led by teachers of suitable age (not too young).and dedicated to ageing workers to recover their self-esteem.</p> <p>Courses of vocational and career guidance.</p> <p>Training courses to improve care for children, disable and elderly people.</p> <p>Women health courses, family clinics.</p> <p>Tutors and mentoring offices (also inside companies).</p> <p>Interviews to seniors, carried out by human resource managers, to elaborate age management solutions.</p> <p>Campaign of communication and meetings with stakeholders (e.g. companies, workers, social partners, NGOs).</p> <p>Exchange of best practices between partners.</p> <p>Mixed working groups between older and younger workers.</p> <p>Advertising spots, panels, radio, conferences, exhibitions, round tables and simulation games on several issues (e.g. women creativity, entrepreneurship and life; business ideas, enterprise creation).</p> <p>Permanent forums of experts on sustainable development.</p>

OR7. Diversity (How)

Descriptor
<p style="text-align: center;"><i>Sustainable Life Development (SLD) orients life styles towards:</i></p> <p>Innovation and diversification in economy and socio-culture, propelled by merging endogenous with exogenous resources</p> <p>Local identities and fabrics (traditions, arts and crafts, biodiversity, habitat, socio-cultural heritage, economy vocations, etc.)</p>

Approaches
<p>Transferable</p> <p>Change management to overcome rigid work organisation while highlighting the value of different experiences (e.g. mix of workers).</p> <p>Increase in knowledge of different social groups (children, elderly, disable people) and their needs.</p> <p>Multi-thematic approach including inter alia poverty, employment, resource management, environmental and social issues.</p> <p>Promotion of solidarity pro-active meaning, values and behaviours concerning, for instance, disability.</p> <p>Unity of cultural diversities.</p>
<p>Adaptable</p> <p>Innovation and diversification of production, economic and socio-cultural development to put in value local characteristics and identities.</p> <p>Increase in management capacity to deal with different backgrounds and needs of several municipalities together.</p> <p>Increase in professional capability to work in cross-border territorial areas.</p> <p>Integration of different issues and beneficiaries in project implementation.</p>

Methods
<p>Transferable</p> <p>Human resources management aimed at understanding characteristics and needs of each person as a key factor for competitiveness.</p>
<p>Adaptable</p> <p>Local and sectoral development planning in system areas.</p> <p>Integration of training programmes.</p> <p>Comparative understanding and assessment of the characteristics of different beneficiaries.</p>
<p>Integrable</p> <p>Linguistic and cultural components added to training processes.</p>

Tools
Transferable Personalised plans to re-enter labour market. Re-qualification training courses to develop economic and social specificities. New work organisation taking in consideration Work & Life Balance and specific needs of ageing workers (e.g. ergonomics, wear and tear of some jobs).
Adaptable Strong campaigns of communication against age and gender racism while promoting respect of socio-cultural diversity. Utilisation of local products and local tourism planning. Web page, practices in companies, training programme (including cultures, languages, etc.). Women forums. Workshops for individual and social development. Multi-skill training courses.
Integrable Co-decided vocational training jointly managed by relevant stakeholders (namely social partners and public authorities) to cope with company crises and restructuring processes. Open on-line classroom on culture and languages of different countries.

OR8. Subsidiarity (How)

Descriptor
<p style="text-align: center;"><i>Sustainable Life Development (SLD) orients life styles towards:</i></p> <p>Capacity building and empowerment of local communities through:</p> <ul style="list-style-type: none"> • Additional resources to the spending of local authorities without replacing their own structural revenue while nourishing devolution of public responsibilities • Involvement of civil society in service delivery (e.g. management of proximity services like home care for families and for the elderly, day care for young children, social housing services and so on) • Improvement and creation of local networks of production, distribution and consumption <p>Integration of top-down and bottom-up approaches in streamlined decision making processes</p>

Approaches
<p>Transferable</p> <p>Integration of public sector responsibilities with private sector competences. Involvement of civil society (including private and no-profit organisations) in service delivery (e.g. employment and social services). Capacity building and empowerment of local communities to plan new development patterns.</p>
<p>Adaptable</p> <p>Contribution of private sector to a more efficient welfare state in terms of know-how increasing and fund-raising.</p>

Methods
<p>Transferable</p> <p>Integration of different social needs and competences while enhancing value of individual expertise, also through appropriate training methodologies. Stakeholder involvement in planning and implement courses of action and tasks. Management of proximity services (e.g. household, elderly and children care).</p>
<p>Adaptable</p> <p>Integration of local policies with national and regional strategies.</p>
<p>Integrable</p> <p>More efficient utilisation of the human and financial resources. Collaboration between and integration of different decision making levels (e.g. local, regional and national governments and administrations).</p>

Tools
<p>Transferable</p> <p>Vertical mainstreaming aimed at raising awareness of public institutions for innovative projects.</p>
<p>Adaptable</p> <p>Agreements between companies, trade unions and other relevant stakeholders (e.g. public authorities) to improve coherently procedures aimed at facing restructuring processes.</p> <p>Companies acting as a sponsor of projects where they are involved and receive some benefits (e.g. free of charge stages).</p> <p>Local area forums (involving civil society associations).</p> <p>Permanent working groups (e.g. between trade unions and trade associations), before and after experimenting with specific tools in specific places (e.g. schools).</p> <p>Training and practice in service delivery for children, elderly, ill and disabled people.</p>
<p>Integrable</p> <p>Associations between public and private agencies.</p> <p>Structures created by associations and co-financed by public and private funds.</p> <p>Agreements between social partners, companies and institutions to create network of services.</p> <p>Experimental forms of placement with information, vocational guidance and training.</p>

OR9. Networking / partnership (How)

Descriptor
<p style="text-align: center;"><i>Sustainable Life Development (SLD) orients life styles towards:</i></p> <p>Improvement and creation of relational networks (e.g. women associations, NGOs) Networked organisations (e.g. consortia between businesses) Alliances and collaboration between public, private and social sectors especially in employment, training, education, social services Exchange of experiences and good practice of sustainable development between different local and regional contexts</p>
Approaches
<p>Transferable</p> <p>Cooperation between partners. Alliances and collaboration between local authorities, public, private and social sectors. Improvement of locally based social and production networks.</p>
<p>Adaptable</p> <p>Capacity building of social associations. Cooperation of different city councils.</p>
<p>Integrable</p> <p>Communication flow among partners. Transnational partnership in joint projects.</p>

Methods
<p>Transferable</p> <p>Networking to experiment with projects and to exchange experiences and best practices.</p> <p>Involvement of different types of enterprises (sectors and dimensions).</p> <p>Debate between companies and local stakeholders.</p> <p>Transfer of ideas, practices and results in several policy fields (e.g. labour and social insertion.)</p>
<p>Adaptable</p> <p>Joint development management and evaluation of projects (e.g. training plans, employment services, corporate practices) among different municipalities and local contexts.</p> <p>Associations or other collaborative arrangements between different partners (e.g. social partners, public authorities and companies).</p> <p>Projects promoted by volunteer associations and co-financed by public and private agencies.</p>
<p>Integrable</p> <p>Involvement of new actors in the public employment services.</p> <p>Direct involvement of local institutions and companies.</p> <p>Direct involvement of citizens, families, social organizations, association, universities, environmental education centres, etc.</p> <p>Utilisation of existing networks to launch and develop new projects.</p>

Tools
<p>Transferable</p> <p>Workshops and forums of experts also to ensure continuity and transferability of innovative actions.</p> <p>Networks among stakeholders, politicians and economists.</p>
<p>Adaptable</p> <p>Agreements to strengthen collaboration between public authorities and social partners.</p> <p>Meetings for exchanging experiences with other cross-border regions</p> <p>Working groups to follow the entire duration of a project.</p> <p>Publication and dissemination of results from pilot schemes tested within companies.</p> <p>Networks to develop: business innovation initiatives, including work flexibility arrangements (e.g. “Hours Bank”); service quality while lessening rigid and bureaucratic ways of delivery; knowledge transfer; equity and peace strategies.</p> <p>Networks of: women entrepreneurs and women involved in politics; beneficiaries of projects; responsible and collaborative companies; social, employment and training services.</p> <p>Virtual networks to collect and disseminate information and knowledge on specific issues (e.g. women entrepreneurship).</p>
<p>Integrable</p> <p>Contacts, interactions, enrichment of experiences, information and debate also through the Internet and Intranet (e.g. web platforms).</p> <p>Meetings between companies, local organizations and agencies.</p> <p>Co-decided pilot initiatives between relevant stakeholders (e.g. social partners, companies, workers, public authorities and services) to analyse and solve problems determined by restructuring processes.</p> <p>Collaboration between public employment services and companies to promote employment initiatives while improving placement, vocational guidance and training.</p> <p>Field survey to create a “map of skills” requested by local companies.</p> <p>Social marketing.</p>

OR10. Participation (How)

Descriptor
<p><i>Sustainable Life Development (SLD) orients life styles towards:</i></p>
<p>Increase in awareness on policies for age and gender management, labour and social inclusion, corporate social responsibility and sustainable development</p> <p>Involvement of the stakeholders since the early beginning in the analysis of territorial and corporate problems and in the elaboration of adequate solutions</p>
Approaches
<p>Transferable</p> <p>Increase in awareness on policies for age and gender management, social inclusion, employment and sustainable development through the involvement of the concerned stakeholders in the analysis of problem and the elaboration of solutions (both at corporate and territorial dimensions).</p> <p>Increased participation in development policies.</p> <p>Dissemination of projects' objectives, good practices and results.</p> <p>Involvement of participants and beneficiaries since the early beginning (elaboration phase) of a project.</p>
<p>Adaptable</p> <p>Promotion of good practices in companies.</p>
Methods
<p>Transferable</p> <p>Procedures to involve different stakeholders in local context analysis, decision-making processes and monitoring (e.g. action plans defined with collaboration of companies and workers).</p> <p>Projects for senior employment while publicly highlighting and debating key issues.</p> <p>Projects of Work & Life Balance to innovate work organization in a participatory manner with the involvement of women and men.</p> <p>Easy understandable and manageable guidelines shared by practitioners involved in social and labour insertion processes.</p> <p>Coordinated actions undertaken by local employment services.</p>
<p>Adaptable</p> <p>Procedures for active participation, social dialogue and formalised agreements between partners.</p> <p>Motivating procedures to involve companies and beneficiaries in order to analyse their own needs.</p>
<p>Integrable</p> <p>Utilisation of existing working groups to deal with new issues, solutions, programmes and public debate.</p>

Tools
<p>Transferable</p> <p>Meetings and forums to debate and exchange ideas through active participation of citizens, companies and other beneficiaries.</p> <p>Project website and CD including final results and guide to good practices.</p>
<p>Adaptable</p> <p>Questionnaires on Work & Life Balance needs and service delivery.</p> <p>Permanent working groups.</p> <p>Assessment and monitoring plans and meetings.</p> <p>Learning organisation techniques.</p> <p>Meetings devoted to particular stakeholders (e.g. public authorities, social organisations, companies and citizens).</p> <p>Local forums between companies, agencies, interest groups and organisations.</p> <p>Local context analyses and exchange of best practices between partners.</p> <p>Transferability plans involving several stakeholders (e.g. NGOs, public authorities, companies, families).</p> <p>Media campaigns, conferences and seminars.</p> <p>CD, web platforms for access, management and dissemination of project information, documentation and results.</p> <p>Sustainable development and environmental forums (e.g. Local Agenda 21 processes).</p>
<p>Integrable</p> <p>Subsidies.</p> <p>Agreements between relevant stakeholders (e.g. social partners, companies, workers, public authorities) also to improve communication and common understanding of problems and solutions.</p> <p>Information and training courses.</p> <p>Awareness campaigns, focus groups, round tables, debates, seminars.</p> <p>External monitoring bodies and inter-stakeholders committees to monitor and evaluate project performances.</p>

ANNEX 1: LIST OF GOOD PRACTICES

Taken into account	Analysed in depth
1. Actívate – Spain	
2. Adelántate - Spain	✓
3. Age Management – Italy	✓
4. Agenda Local 21 – Spain	✓
5. Antear (Labour Insertion for Disabled People) - Spain	✓
6. Arbetstorget for erfarna: job opportunities for over-50 years old workers – Sweden	✓
7. AWARE: Ageing workers to recuperate employability - Spain	✓
8. Axuda no Fogar - Spain	
9. Banca delle ore – Italy	✓
10. Centro de Recursos para el Empleo - Spain	
11. Chanceover40 – Italy	✓
12. Comedor sobre rodas - Spain	
13. Cora – Spain	
14. Corporate Social Responsibilities: Piacenza-based companies - Italy	
15. Dialogo Social e Igualdade nas Empresas - Portugal	✓
16. Diana – Spain	✓
17. Donnaimprendedonna – Italy	✓
18. Eloisa: Estrategia local para la igualdad de oportunidades en el empleo – Spain	✓
19. E-Micro:Cooperar para innovar el empleo en microempresas de ámbito local - Spain	
20. Emprende - Spain	
21. Etap'Carriere – France	✓

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Taken into account	Analysed in depth
22. Ferrol Emprega - Spain	✓
23. Foriet (Training for the Promotion of Transborder Employment) – Spain / Portugal	✓
24. From kallistè s.p.a. to Salumificio Alsenese s.a.s. – Italy	✓
25. Harmonization and Flexibility in the corporate organization of Unicoop Cooperative - Italy	✓
26. I Plan de Igualdade para as Mulleres de Narón - Spain	
27. I Plan de Inclusión Social - Spain	
28. Ibn Arabí - Spain	
29. Igualdad material en el acceso al empleo público en la región de Murcia Spain	
30. Ila – Credit Card for Training – Italy	
31. Imprese di donne...continuano - Italy	✓
32. Inlav – Work & Life Balance – Italy	
33. Integra – Spain	
34. Liberatempo – Italy	✓
35. Magap Empleo - Spain	✓
36. Network – Italy	
37. Plan FIP (Formación en Inserción Profesional) - Spain	
38. Portrayal of Women (PoW): Promoting changes in the image of women's role in local governance – Italy	
39. Primeiro Plan Integral contra a Violencia de Xénero - Spain	
40. Progetto per la diffusione della Legge 53/2000 – Italy	✓
41. Programas de Iniciación Profesional (PIP) - Spain	
42. Proximitas Plus (Implementation of socio-labour support routes project) – Spain	✓
43. Red de centros locales de empleo - Spain	✓
44. Ricomincio da 45 – Italy	✓
45. Saw - Seniors and Workplaces - Italy	✓
46. Solidaria III – Spain	
47. Stati generali della formazione – Italy	

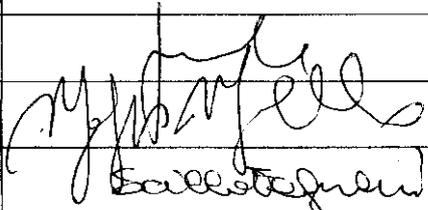
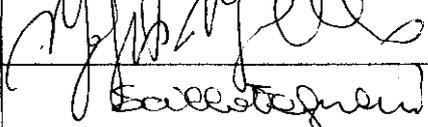
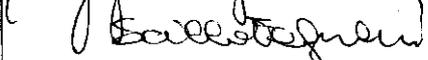
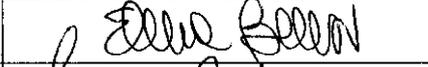
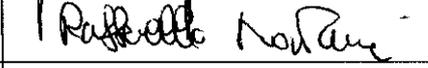
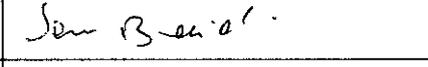
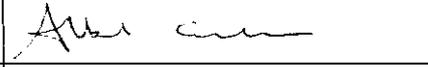
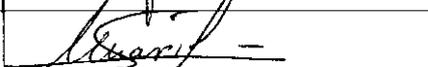
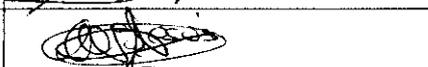
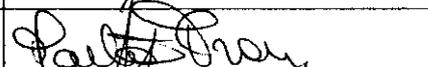
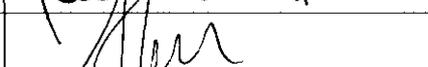
Taken into account	Analysed in depth
48. Substituting businesswomen: application of Italian Law 53/2000 on substitution of the owners of small and medium-sized trading companies – Italy	
49. Subvención para la contratación, por las entidades locales, de desempleados para la realización de obras y servicios de interés general y social – Spain	
50. Subvención para la Creación de Talleres de Empleo - Spain	
51. T.R.O.U.S.S.E. Tools to encourage training and employment for women - Italy	✓
52. Teleasistencia Domiciliaria - Spain	
53. The Piacenza bank of time and knowledge - Italy	
54. Time Management – Italy	
55. Torre Pacheco “Conciliando Responsabilidades Familiares y Trabajo” – Spain	
56. Una moderna Mary Poppins – Italy	
57. V.I.S.P.O., Sustainable living is possible – Italy	✓
58. Women, Health and Work - Italy	✓
59. Women’s Time – Italy	
60. Work placements for training and career orientation - Italy	✓

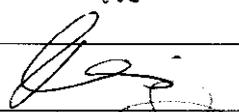
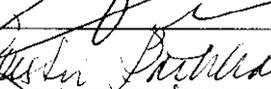
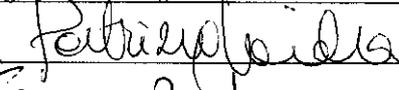
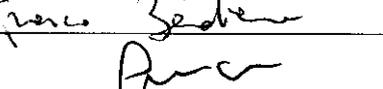
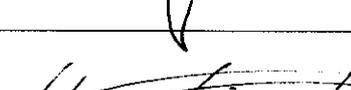
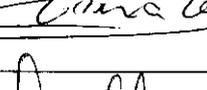
Progetto AWARDS
(Ageing Women workers Aimed at Renewing Development towards a Sustainable life)
Convenzione di Sovvenzione n° VS/2005/0315

Peer Review

Piacenza, 29 - 30 novembre 2006

Dalle ore 9.00 alle ore _____

Partners	Rappresentante Nome e Cognome	Firma
Provincia di Piacenza	Pietro Natale	
	Marinella Maffi	
	Scilla Fagnoni	
	Elena Bensi	
	Laura Battini	
	Raffaella Montanari	
	Maria Teresa Lapietra	
Provincia di Arezzo	Serena Bracciali	
	Alberto Ceccarelli	
FERROL	Luz M ^a Arrondo	
	Monica Dopico	
FUERM	M ^a José Marín	
	M ^a Jesús Julián	
SRS	Marta Franci	
	Filippo Strati	

Wielkopolska Voivodship – Polonia	Beata Rutkowska	---
	Aleksandra Nocon	---
	Krzysztof Skrobich	
1 st studio di caso esterno FORIET (Training for the Promotion of Transborder Employment)	Santiago Parra Contreras	
	Joaquin Vila Sampayo	
2 nd studio di caso esterno ETAP'CARRIERE	Pierre Lamblin	
3 rd studio di caso esterno ARBETSTORGET FOR ERFARNA	Kerstin Karkkanen	
4 th studio di caso esterno – Progetto T.R.O.U.S.S.E.	Patrizia Loiola	
5 th studio di caso esterno – Progetto AGE MANAGEMENT	Franca Bandiera	
6 th studio di caso esterno - Progetto AWARE “AGEING WORKERS TO RECUPERATE EMPLOYABILITY”	Angel Fernández López	
7 th studio di caso esterno – Progetto ELOISA: ESTRATEGIA LOCAL PARA LA IGUALDAD DE OPORTUNIDADES EN EL EMPLEO	Gloria Fernanda Gonzalez Oyola	
8 th studio di caso esterno - Progetto “DIALOGO SOCIAL E IGUALDADE NAS EMPRESAS”	Clara De Jesus	

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Nome e Cognome	Firma
PROF. MANUELA CIRIONI	<i>Manuela Cirioni</i>
PAOLA SCAZZINA	<i>Paola Scazzino</i>
IRIS VIRGILI	<i>Iris Virgili</i>
ELEONORA MALCHIODI	<i>Eleonora Malchiodi</i>
ILARIA CARONALE	<i>Ilaria Caronale</i>
DANIEL NEGRI (U.I.L. PC)	<i>Daniel Negri</i>
SILVIA PINARDI	<i>Silvia Pinardi</i>
VOLTA ELENA	<i>Elena Volta</i>
TOMMASO DEMICHELÌ	<i>Tommaso Demicheli</i>