



The **AWARDS** *Peer Review*

Peer Review of 29 good practices

**To extract lessons - ingredients for the AWARDS
“Sources for Change” report**

February 2007

The AWARDS project is supported by the European Commission under the European Social Fund - Article 6 Innovative Measures (Agreement N° VS/2005/0315)



**EUROPEAN UNION
European Social Fund
Article 6 Innovative Measures**

Contents

<i>Preface</i>		1
Chapter 1	List of good practices	5
Chapter 2	Selected good practices	19
<hr/>		
	1. Adelántate - Spain	19
	2. Age Management – Italy	24
	3. Agenda Local 21 – Spain	27
	4. Antear - Spain	31
	5. Arbetstorget for erfarna – Sweden	35
	6. Aware - Spain	38
	7. Banca delle ore – Italy	41
	8. Chanceover40 – Italy	43
	9. Dialogo Social e Igualdade nas Empresas - Portugal	46
	10. Diana – Spain	49
	11. Donnaimprendedonna – Italy	53
	12. Eloisa – Spain	55
	13. Etap`Carriere – France	58
	14. Ferrol Emprega - Spain	62
	15. Foriet – Spain / Portugal	66
	16. From kallistè s.p.a. to Salumificio Alsenese s.a.s. – Italy	71
	17. Harmonization and Flexibility in corporate organization - Italy	74
	18. Imprese di donne...continuano - Italy	76
	19. Liberatempo – Italy	77
	20. Magap Empleo - Spain	81
	21. Progetto per la diffusione della Legge 53/2000 – Italy	85
	22. Proximitas Plus – Spain	89
	23. Red de centros locales de empleo - Spain	93
	24. Ricomincio da 45 – Italy	97
	25. Saw - Seniors and Workplaces - Italy	101
	26. Trousse - Italy	103
	27. Vispo – Italy	105
	28. Women, Health and Work - Italy	108
	29. Work placements for training and career orientation - Italy	111
<hr/>		

Acknowledgements

This report concerns the results of a peer review on good practices aimed at discovering ingredients suitable for the Sustainable Life Development (SLD) approach.

The peer review was performed by the partners of the AWARDS project between April and November 2006. They developed contacts and consultations to analyse a wide range of experiences in different European Union countries.

Many persons have been involved in this process and its main findings were eventually elaborated by the members of the AWARDS Dissemination Group:

Serena Bracciali	Province of Arezzo
Luz M ^a Arrondo	Fundación Ferrol Metr�poli
Consuelo Garc�a S�nchez and Mar�a Jos� Mar�n L�pez	Fundacion Universidad Empresa
Laura Battini	Province of Piacenza

Having collaborated in writing this report, they assume full responsibility on how contents and topics are treated and presented in the following Chapters.

The AWARDS project is supported by the European Commission under the European Social Fund - Article 6 Innovative Measures (Agreement N  VS/2005/0315)

The views expressed in this paper are those of the writers. They do not necessarily represent the views of the European Commission.

The AWARDS partners are not responsible for the use that may be made of the information contained in this document.

Reproduction of the text or part of it is authorised provided that the source is acknowledged

PREFACE

The scope of the AWARDS peer review

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.

Selection was made following criteria and parameters already reported in the publication: *The AWARDS Sources for Changes*.

Criteria and parameters served to extract Approaches, Methods and Tools (AMT) from the original context (time-space dimensions) by assessing those that are Transferable, Adaptable and Integrable (TAI) to a new context (time-space dimensions).

In so doing, a practical framework (*The AWARDS Sources for Changes*) was elaborated with exemplifications and suggestions to support the elaboration of the territorial Action Plans and the corporate Pilot Initiatives, which constitute important expected results of the AWARDS project according to its 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 10 descriptors of the SLD Orientation aspects were utilised to analyse the good practices.

SLD Orientation aspects and descriptors: WHAT to do?	
To integrate the three basic dimensions of development.	
<i>Sustainable Life Development (SLD) orients life styles towards:</i>	
OR1. Environment	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
OR2. Economy	Active labour market policies to enable women to enter, remain in or return to employment 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 Quality employment in activities aimed at safeguarding the ecosystems, developing environmentally sound products and processes Accessibility to goods, services, people and places lessening the environmental, social and health costs Integration of the environmental, social and health costs in the economy
OR3. Socio-culture	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

SLD Orientation aspects and descriptors: WHY to do it?	
To integrate the three basic dimensions of equity.	
<i>Sustainable Life Development (SLD) orients life styles towards:</i>	
OR4. Social equity / between individuals	<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>
OR5. Inter-local equity / between territories	<p>Balanced inter-local development</p> <p>Fair and solidarity relationships between different local communities</p> <p>Dissemination of connecting high technology systems to facilitate economic and socio-cultural exchanges</p>
OR6. Inter-temporal equity / between generations	<p>Equal opportunities between generations without gender discrimination</p> <p>Education to nourish integration between generations of different cultures</p> <p>Studies and strategic impact assessment on projects (long-term risks and damaging changes) considering conservation and development of environmental resources</p>

SLD Orientation aspects and descriptors: HOW to do it?	
Through the integration of four systemic principles.	
<i>Sustainable Life Development (SLD) orients life styles towards:</i>	
OR7. Diversity	Innovation and diversification in economy and socio-culture, propelled by merging endogenous with exogenous resources Local identities and fabrics (traditions, arts and crafts, biodiversity, habitat, socio-cultural heritage, economy vocations, etc.)
OR8. Subsidiarity	Capacity building and empowerment of local communities through: <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 • Integration of top-down and bottom-up approaches in streamlined decision making processes
OR9. Networking and partnership	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
OR10. Participation	Increase in awareness on policies for age and gender management, labour and social inclusion, corporate social responsibility and sustainable development Involvement of the stakeholders since the early beginning in the analysis of territorial and corporate problems and in the elaboration of adequate solutions

The list of the experiences (60) taken into account during the peer review is reported in Chapter 1, underlying those (29) selected for an in depth analysis. They resulted to be more complete and coherent with the SLD descriptors than the other 31 experiences.

Each selected good practice was “dis-embedded” in Approaches, Methods and Tools (AMT). Their potential to be Transferred, Adapted and Integrated (TAI) into new courses of actions was assessed taking into account the characteristics of the local case study areas involved in the AWARDS project (Ferrol and Murcia in Spain; Arezzo and Piacenza in Italy).

Details of each selected good practice are provided in Chapter 2.

CHAPTER 1: LIST OF GOOD PRACTICES

Practice Title	Actívate - Spain
Short description	Ferrol. Fostering women associationism
Contact details	Plan Integral contra a Violencia de Xénero y Plan Integral para a Igualdade del Ayuntamiento de Ferrol

Practice Title	Adelántate - Spain
Short description	It is an Equal project, addressed to women with medium-high education level. Women in three different moment of their professional and personal life: student, active, and women who have left their employment (both rural and urban surrounding) Main problems: The deficit of women in responsibility roles, specifically in the new strategic economic sectors Main solutions: The starting point is to know the origins of the so-called “ceiling glass”. Through different actions (awareness campaigns, trainings, etc), try to increase the number of women responsibility roles in places of taking decision. This is specifically focused on the strategic and future economic sectors of the Region of Murcia.
Selected and analysed on	<i>page 19 of this report</i>

Practice Title	Age Management - Italy
Short description	The “Equal” Project, designed to test out a systemic approach to the phenomenon of the ageing of the workforce in the Veneto region. Promoted in an area of 5 provinces (Treviso, Venice, Padua, Vicenza and Belluno), the project consists of various initiatives and phases, including research in order to analyze the situation through a sample survey involving companies and workers, and experimentation on how best to manage the ageing of the workforce through “Over 45s” information desks. Beneficiaries: companies and workers.
Selected and analysed on	<i>page 24 of this report</i>

Practice Title	Agenda Local 21 - Spain
Short description	Ferrol Achieving the implementation of an urban sustainable development model, a new development based on sustainability.
Selected and analysed on	<i>page 27 of this report</i>

Practice Title	Antear (Labour Insertion for Disabled People) - Spain
Short description	Provincia de A Coruña. Causing and favouring changes in social identity and roles as well as in the level of autonomy and responsibility of disabled young people through their incorporation to the ordinary world.
Selected and analysed on	<i>page 31 of this report</i>

Practice Title	Arbetsstorget for erfarna: job opportunities for over-50 years old workers - Sweden
Short description	By FORUM 50+ - Sweden It is a 5 years project started by the no-profit swedish association “ Forum 50+” aiming at helping over-50 years old workers to find new jobs .The participants are firstly arranged in groups,then they go through motivational meetings finalised at the recovery of self-esteem ; then they are taught about techniques for managing a job research ; last but not least, they are offered the opportunity of a 6-weeks stage in enterprises partners/sponsors of the project.
Selected and analysed on	<i>page 35 of this report</i>

Practice Title	Aware: Ageing workers to recuperate employability- Spain
Short description	AWARE is a project financed under 6 Art. of the European Social Fund (ESF), addresses in fact to elaborating an analysis that derives concrete proposals of performance in the employment area and ageing persons formation, providing the necessary tools, to discover its potential and improve its employability. AWARE has a duration of 24 months, having been requested an extension of 3 months approved by the European Commission.
Selected and analysed on	<i>page 38 of this report</i>

Practice Title	Axuda no Fogar- Spain
Short description	Ferrol. Favouring personal autonomy of elderly people so that they can remain in their environment
Contact details	Concellería de Asuntos Sociais del Ayuntamiento de Ferrol

Practice Title	Banca delle ore - Italy
Short description	It is a project financed under art.9 of Law N.53/2000 ; it involves employees of CNA Servizi (administrative sectors) who can manage their working time in a flexible and innovative way , through the creation of a single “ working hours account” where the extra working hours are quartered on to be used by the employee for his/her family or personal needs.
Selected and analysed on	<i>page 41 of this report</i>

Practice Title	Centro de Recursos para el Empleo- Spain
Short description	Ferrol Remodelling and conditioning of the former CEIP to build a new center for Employment Resources and Training (training actions and reference center for supporting unemployed and companies).
Contact details	Concello de Ferrol

Practice Title	Chanceover40- Italy
Short description	Backed by the Provincial Authority of Milan, in collaboration with various national and international partners, to promote professional re-training and help prolong the working lives of workers over 40 in the Milan area. Beneficiaries: workers over 40 in the Province of Milan.
Selected and analysed on	<i>page 43 of this report</i>

Practice Title	Comedor sobre rodas - Spain
Short description	Ferrol. Providing feeding service to people with mobility difficulties, elders and women alone with children.
Contact details	Asociación Dignidade

Practice Title	Cora- Spain
Short description	Ferrol Fostering social inclusion of women belonging to social exclusion groups.
Contact details	Servicio Galego de Igualdade y entidades colaboradoras (Chavós)

Practice Title	Corporate Social Responsibilities: Piacenza-based companies- Italy
Short description	Promotion by the Provincial Authority of Piacenza of gathering best practices from SA 8000 certified companies in Piacenza. This initiative aims to share the principles of social responsibility as a tool for investing voluntarily in building good relationships with all parties involved – both inside and outside the company – as well as investing in human resources and social progress, helping to improving society and keeping the environmental impact at a minimum. In this context, the role of the Provincial Authority is to integrate the principles of social the responsibility of companies into programmes and employment courses and to offer support to initiatives promoted by bilateral organizations, organizations of trade unions, workers and employers, companies and other operators in the local area. Beneficiaries: institutions, local economic operators, companies and the local community.
Contact details	Amministrazione Provinciale di Piacenza (Provincial Authority of Piacenza) P.le Marconi – Borgofaxhall 29100 Piacenza Paola Baldini, paola.baldini@provincia.pc.it Tel. 0523/795770 Fax. 0523/795765

Practice Title	Dialogo Social e Igualdade nas Empresas - Portugal
Short description	It is a project within the EQUAL theme, namely equal opportunities – reducing gender gaps and desegregation. The project objectives are to: <ul style="list-style-type: none"> • Reinforce the existing incentives, marketing and follow-up of good practices in the field of gender equality. • Support enterprises in implementing equality and no-discrimination between women and men, specially in observing the new obligation of informing employees about their rights in what concerns equality and non-discrimination, maternity and paternity protection and work-family balance. • Reinforce gender equality dimension within the frame of corporate social responsibility and quality.
Selected and analysed on	<i>page 46 of this report</i>

Practice Title	Diana- Spain
Short description	Ferrol. Improving labour insertion for groups with difficulties, specially women.
Selected and analysed on	<i>page 49 of this report</i>

Practice Title	Donnaimprendedonna- Italy
Short description	This project aims at helping women entrepreneurship by the “ mentoring” methodology (expert women entrepreneurs accompany new women entrepreneurs during the first phase of their activity).
Selected and analysed on	<i>page 53 of this report</i>

Practice Title	Eloisa: Estrategia local para la igualdad de oportunidades en el empleo- Spain
Short description	ELOISA is a project within the EQUAL theme, namely equal opportunities – reducing gender gaps and desegregation. The purpose of the project is the development of local strategies in favour of equal opportunities between women and men to reinforce regional policies of labour and equality. General Objective: to intervene in the local surroundings in favour of equal opportunities at work, implying the different actors from the labour market and the election of professional options.
Selected and analysed on	<i>page 55 of this report</i>

Practice Title	E-Micro: Cooperar para innovar el empleo en microempresas de ámbito local- Spain
Short description	Beneficiaries: Micro-businessmen/women belonging to disadvantaged collectives and workers. The aim is adapt the changes of management and the ICT to microcompanies personnel. To improve the efficiency of the microcompanies through the incorporation of the ICT. Promote the cooperation among microcompanies as strategy of adaptability, taking advantage the ICT. To advance in the Equal Opportunities, facilitating the conciliation and the accesss of the woman to the project.
Contact details	Ayto. De Murcia Rosa Mª Martínez Gómez Glorieta de España, 3 –bajo. (Murcia) Teléfono: 968200293 – e-mail: relaue@ayto-murcia.es

Practice Title	Emprende - Spain
Short description	Santiago de Compostela Spread knowledge on the labour market situation within the municipality of Ferrol. Key information on training actions and labour insertion aspects. Employment offers.
Contact details	Ayuntamiento de Santiago de Compostela y Ministerio de Industria.

Practice Title	Etap' Carriere - France
Short description	Starting on March 2005 ANPE, APEC and UNEDIC created an association for experimenting “ Etap'Carrière”, a project aiming at supporting senior professionals (over 45 years) in their job search by providing services tailored on their specific needs. The project has been experimented in Paris and Strasbourg during 2005, then it has been extended everywhere in France: the basic concept is giving to a private actor (APEC) a part of the job traditionally made by public employment services (to help over-45 years professionals in their job search). This system is actually under experimentation for other categories of people who meet with more problems in finding a job (for example second or third generation migrants, who meet with very serious problems in the French job market).
Selected and analysed on	<i>page 58 of this report</i>

Practice Title	Ferrol Emprega- Spain
Short description	Ferrol. Providing enemployed with training and labour practice for services or attention to people with special needs.
Selected and analysed on	<i>page 62 of this report</i>

Practice Title	Foriet (Training for the Promotion of Transborder Employment) – Spain - Portugal
Short description	65 municipalities between the South of Galicia and the North of Portugal. Foster employability Increase transborder mobility. Update information on transborder labour market. Reduction of differences between workers on both sides of the border. Foster e-learning.
Selected and analysed on	<i>page 66 of this report</i>

Practice Title	From kallistè s.p.a. to Salumificio Alsenese s.a.s. - Italy
Short description	Procedure for helping female workers on special Italian short-term earnings replacement benefit (cigs) to return to work. Project designed to help people return to work through a vocational re-training course in the Alseno area of the Val d’Arda. Beneficiaries: 14 female workers on CIGS.
Selected and analysed on	<i>page 71 of this report</i>

Practice Title	Harmonization and Flexibility in the corporate organization of Unicoop Cooperative- Italy
Short description	The project aims to create of good practices for working flexibility and initiatives to support article 9 of Italian Law 53/2000 Beneficiaries: Various working mothers from the cooperative.
Selected and analysed on	<i>page 74 of this report</i>

Practice Title	I Plan de Igualdade para as Mulleres de Narón- Spain
Short description	Narón. Study the reality of women in Narón. Incorporation of gender perspective in the planning, design and implementation of municipal policies. Improving women implication (Forum of female citizens)
Contact details	Mónica Otero Beceiro y Chus Olivares Rodríguez (Concellería de Igualdade del Ayuntamiento de Narón).

Practice Title	I Plan de Inclusión Social- Spain
Short description	Santiago de Compostela Providing people at risk of social exclusion and in poverty situation with the necessary abilities to avoid vulnerability.
Contact details	Concellería de Asuntos Sociais de Santiago de Compostela.

Practice Title	Ibn Arabí- Spain
Short description	Beneficiaries: Drug dependent in process of rehabilitation; mental patients in treatment of rehabilitation; unemployed women over 45 years old and unemployed young. The aim is the social and labour insertion of the beneficiaries people, using the new deposits of employment in the culture and leisure sectors. For it, itineraries of insertion are being generated for the project collectives; promoting the innovation and creativity, and favoring the use of the new technologies, through the setting up of a Ludic-Didactic and Cultural Park adapted to handicapped people.
Contact details	Servicio murciano de salud (Comunidad Autónoma de Murcia) José Antonio Peñalver Pardinez C/ Ronda de Levante,11. (Murcia) Teléfono: 968365768 - e-mail: JAntonio.Penalver@carm.es

Practice Title	Igualdad material en el acceso al empleo público en la región de Murcia- Spain
Short description	Beneficiaries: Psychic handicapped and youngs in programmes of social guarantee with cognitives deficiency. The number of direct beneficiaries is 1000 people: 500 men and 500 women. The aim is setting up measures to improve the employment of the beneficiaries in the labour market of the public sector. Setting up a system of itineraries of public employment adapted to the specificities of each group. Legal reform of the system of merit and capacity to access both to public function and contracts with the Administration.
Contact details	Federación de organizaciones a favor de personas con discapacidad intelectual. Violante Tomás C/ Emigrante, 1 Bajo. (Murcia) Teléfono: 968281801 - e-mail: feaps@feapsmurcia.org

Practice Title	Ila – Credit Card for Training- Italy
Short description	It is a bank card that can be used by women (unemployed or with atypical contracts , with a certificate or a degree if under 40 years of age, independently from their studies level if over 40 years of age) for financing training activities aiming to strenghten one’s possibilities of finding a job. It can be used also for paying accessorial services such as care services for children or elderly people while the woman is attending the training course, or the travel and lunch expenses.
Contact details	Provincia di Arezzo – Assessorato alla Formazione e Lavoro

Practice Title	Imprese di donne...continuano- Italy
Short description	This project aims at helping women entrepreneurs by giving a contribution for projects of advertisement/communication/innovation (e.g. development of e-commerce systems).
Selected and analysed on	<i>page 76 of this report</i>

Practice Title	Inlav – Work & Life Balance - Italy
Short description	It is a consultancy programme during 20 hours centred on the issue of work & life balance, offered by the Employment Center of Arezzo within the ISFOL project INLAV. The Employment Center helps men and women who find difficulties of reconciliation between their working and non-working time to structure an individual action plan allowing them to reach a better balance for themselves and their families.
Contact details	Provincia di Arezzo – Assessorato alla Formazione e Lavoro

Practice Title	Integra- Spain
Short description	<p>Beneficiaries: Unemployed people who can suffer situations of exclusion in the Region of Murcia, 50 % of them will be women.</p> <p>Objetives: To Design, carry out and evaluate new models and strategies of social-labour insertion with vulnerable collectives of the Region of Murcia, based in the experimentation of methodologies of employment training, support to the incorporation of women to labour market, business and social awareness, setting up of local networks of stakeholders and mechanisms that facilitate the transfer to the regional and national policies.</p> <p>Proceedings:</p> <ul style="list-style-type: none"> _ Social inclusion and labour actions of disadvantages people, as can be the recruitment and admittance, social-labour training, accompaniment and monitoring, basic and employment training and additional activities required to guarantee the intervention efficacy, as the establishment of a conciliation center. _ Support for setting up of a integration company regarding to the provision of services to the Community. _ Other actions: market research, dissemination, awareness and training for technical personnel.
Contact details	<p>Consorcio de entidades para la inclusión social Integra Pedro César Martínez López Avda. San Juan de la Cruz, 17. Bajo. (Murcia) Teléfono: 968341944 - e-mail: ceisintegra@yahoo.es</p>

Practice Title	Liberatempo- Italy
Short description	<p>It is a project of work and life balance for employees of the Amministrazione provinciale of Arezzo and of Azienda Sanitaria ASL 8 Arezzo : Associazione Donne Insieme, formed by Italian and foreign women, offers services such as ironing of linen and tailoring / mending of clothes to the a.m. institutions' employees with collection and delivery twice a week on workplace (a local bank supplied funds for the small van utilised for the project).</p> <p>This project aims at connecting an innovative service of work & life balance with a help for women who have difficult access or re-access to the job market (migrants, women who came out from the job market etc.), by giving value to their “basic” competences</p>
Selected and analysed on	<i>page 77 of this report</i>

Practice Title	Magap Empleo- Spain
Short description	<p>It is an Equal project, addressed to disadvantaged groups (women, young people no skilled, people over 45 years old, disabled people and immigrants) from the municipalities of Puerto Lumbreras, Cieza and Totana.</p> <p>Main problems: Inequality and/or discrimination against these groups of disabled people in connection with the professional market on the performance sector or territory.</p> <p>Main solutions: Socioeconomic and socio-labour studies in order to know the most required profiles in these municipalities and to guide them in the professional market to these profiles at the same time. This way gives solution to some economic sectors which don't grow because there aren't enough skilled personal and to these disadvantaged groups with professional insertion problems.</p> <p>Positive discrimination and inequality elimination in employment and learning policies in general, as well as the owns administrative and politic structures.</p>
Selected and analysed on	<i>page 81 of this report</i>

Practice Title	Network- Italy
Short description	It is a consultancy desk to help women who want to become entrepreneurs.
Contact details	Provinc ia di Arezzo – Assessorato alla Formazione e Lavoro

Practice Title	Plan FIP (Formación en Inserción Profesional) - Spain
Short description	Ferrol y comarca Professional training actions for unemployed people.
Contact details	INEM

Practice Title	Portrayal of Women (PoW): Promoting changes in the image of women's role in local governance - Italy
Short description	<p>A community project promoted in the local area by CESVIP (the support centre for small and medium-sized enterprises), in collaboration with the Provincial Authority of Piacenza, members of a partnership of national and European bodies (REVES, the European Initiative Centre, the City of Venice, the City of Kokkola, the Women's House Cooperative, the City of Vaasa and the Jupiter Foundation (all in Finland), and the City of Vaxjo in Scotland).</p> <p>The project aims to promote the role of women in economic and social life, with particular attention to promoting messages of gender equality. The initiative identifies and compares good practices in gender communication, seeks to overcome gender stereotypes by opening up new roles for women in economic and social life, and collects and shares the results of all this.</p> <p>Beneficiaries: private organizations, public institutions, economic and social operators, and men and women using public communications.</p>
Contact details	<p>CESVIP, Piacenza headquarters Coordinator: Barbara Belzini Stradone Farnese, 3 29100 Piacenza tel. 0523/328610 fax. 0523/388798 mail: b.belzini@cesvip.it</p>

Practice Title	Primeiro Plan Integral contra a Violencia de Xénero - Spain
Short description	Ferrol Fighting against gender violence. Incorporation of the gender perspective to all the aspects of municipal life and implication of all sectors.
Contact details	Concellería da Muller, Ayuntamiento de Ferrol

Practice Title	Progetto per la diffusione della Legge 53/2000- Italy
Short description	This project ,coordinated for Provincia di Arezzo by the expert Marina Piazza, wants to approach the work and life balance’s issue under its three main aspects : workplaces, society/culture/schools and local institutions. Consequently, it has been divided into three phases that go on in parallel : <u>actions directed to workplaces and enterprises</u> (a manual of good practices of work and life balance and of instructions for acceding to specific Italian government funds : a national seminar ; a working group with labour and entrepreneurs associations) – <u>actions directed to schools</u> (a sensitisation campaign about a more equal division of care activities between women and men) – <u>actions directed to local institutions</u> (a research on the level of knowledge about work & life balance and subsequent actions undertaken by municipalities in the Provincia di Arezzo).
Selected and analysed on	<i>page 85 of this report</i>

Practice Title	Programas de Iniciación Profesional (PIP) - Spain
Short description	Ferrol. Providing enemployed with basic and specific qualification to foster their insertion in the labour market.
Contact details	Concellería de Empleo del Ayuntamiento de Ferrol

Practice Title	Proximitas Plus (Implementation of socio-labour support routes project) - Spain
Short description	90 municipalities with less than 50.000 inhabitants in the province of A Coruña. Offering labour access through personalized monitoring services.
Selected and analysed on	<i>page 89 of this report</i>

Practice Title	Red de centros locales de empleo- Spain
Short description	The Women Institute of the Region of Murcia has created a network of local employment centres. There is one of these centres in each town of the region. The target public of these centres are basically, women and young people and the main aim of the project is to try to support women in all activities related with employment: Training on basic issues on business management. Job database. Support to find employment or improve their training. Support to create their own companies.
Selected and analysed on	<i>page 93 of this report</i>

Practice Title	Ricomincio da 45- Italy
Short description	It is an EQUAL project started in 2005 in order to study new models of company's organization and staff management, more suitable for older workers ; the project includes actions directed to companies and actions directed to people (older workers).
Selected and analysed on	<i>page 97 of this report</i>

Practice Title	Saw - Seniors and Workplaces- Italy
Short description	Promoter: Exa Team Soc. coop. a.r.l, Rome. Partners involved: Italy, Denmark, Spain, Ireland and Poland. The project's objective is to improve the professional potential of elderly workers, focusing in particular on the most vulnerable categories of the employment market (elderly women with few qualifications/little schooling). Beneficiaries: institutions, companies, and elderly workers with a low level of education.
Selected and analysed on	<i>page 101 of this report</i>

Practice Title	Solidaria III- Spain
Short description	Ferrol Fostering labour insertion of unemployed people through attention services to people with special needs.
Contact details	Ayuntamiento de Ferrol

Practice Title	Stati generali della formazione - Italy
Short description	Various specific meetings (Equal opportunities, Lifelong learning , Inclusion politics etc.) open to a huge number of local stakeholders in order to discuss in a participative and democratic way the future of vocational training in the territory of the Provincia di Arezzo. We consider this project interesting for AWARDS project because of the methodology utilised (participative involvement of stakeholders in public meetings instead than in restricted working groups).
Contact details	Provincia di Arezzo – Assessorato alla Formazione e Lavoro

Practice Title	Substituting businesswomen: application of Italian Law 53/2000 on substitution of the owners of small and medium-sized trading companies- Italy
Short description	An initiative created through the application of Law 53/2000 on substitution of owners of trading companies. Beneficiaries: women company owners in the trade sector.
Contact details	Unione Commercianti (Union of traders), Piacenza headquarters Giovanna Agosti Strada Bobbiese, 2 29100 Piacenza tel. 0523/461811 fax 0523/451427 mail: info@unionecommerciantipc.it

Practice Title	Subvención para la contratación, por las entidades locales, de desempleados para la realización de obras y servicios de interés general y social- Spain
Short description	Galicia. Fostering employment for unemployed and women victims of domestic violence, to perform services of general and social interest.
Contact details	Servizo Público de Emprego (Xunta de Galicia).

Practice Title	Subvención para la Creación de Talleres de Empleo- Spain
Short description	Galicia. Professional training and labour practices for unemployed (mainly groups with difficulties for insertion) through services of public utility or social interest.
Contact details	Servizo Público de Emprego (Xunta de Galicia).

Practice Title	T.R.O.U.S.S.E. Tools to encourage training and employment for women- Italy
Short description	Promoter: Nuovo Cescot Emilia Romagna in Rimini, aimed at recovering and developing that wealth of personal resources that all women tap into when performing in family, working and professional situations. Beneficiaries: women wishing to return to the world of work.
Selected and analysed on	<i>page 103 of this report</i>

Practice Title	Teleasistencia Domiciliaria- Spain
Short description	Ferrol. Improving the quality of life of the elders, disabled and ill, providing them with the necessary at home emergency attention.
Contact details	Concellería de Asuntos Sociais del Ayuntamiento de Ferrol

Practice Title	The Piacenza bank of time and knowledge- Italy
Short description	An initiative promoted by the Piacenza City Council to create a “time bank”, in which members exchange services using the currency of time. The value of these services is calculated in hours, and an hour of any given service is worth an hour of any other service, without the cost parameters used in the “traditional market”. Beneficiaries: Citizens and families and local operators.
Contact details	Banca del Tempo e dei Saperi di Piacenza (the Piacenza bank of time and knowledge) Via Marinai d’ Italia, 11, 29100 Piacenza tel. 0523/609856 mail: bdtpiacenza@hotmail.com

Practice Title	Time Management- Italy
Short description	Promoter: The Women’s Documentation Centre in Modena, in collaboration with the town councils of the Emilia Romagna Region and the Provincial Authority of Parma. The objective of this project is to promote a culture of gender equality and to set up “harmonization tools” to balance time spent at home and at work. Beneficiaries: male and female citizens and institutional bodies (Provincial authorities, town councils, trade unions, professional/trade associations, etc.).
Contact details	Centro Documentazione Donna (The Women’s Documentation Centre) Via Canaletto, 88 41100 Modena Tel. 059/451036 Fax 059/451612

Practice Title	Torre Pacheco “Conciliando Responsabilidades Familiares y Trabajo” - Spain
Short description	Beneficiaries: Women/men who need to reconcile the family and professional life; women who need training; municipality inhabitants who are subject of the campaign of shared responsibilities. The aim is promote the equal opportunities among men and women, harmonizing the family and professional life, generating services of quality that allow the access to the training and employment in conditions of equality.
Contact details	Ayto. de Torre Pacheco Daniel García Madrid C/ Aniceto León, 8. Torre Pacheco (Murcia) Teléfono: 968577808 - e-mail: servicios.sociales@torrepacheco.es

Practice Title	Una moderna Mary Poppins - Italy
Short description	This project gives to women workers who have children from 0 to 13 years the opportunity of using a voucher for buying at a lower price the services offered by an approved list of baby-sitters. The project help women workers who have difficulties in the work and life balance and at the same time it offers job opportunities for women (but also men) who want to work with children to approach this market in a “legal” and certified way.
Contact details	Provincia di Arezzo – Assessorato alle Pari Opportunità

Practice Title	V.I.S.P.O., Sustainable living is possible - Italy
Short description	Project designed to promote individual and collective actions based on the principles of “sustainability” (Agenda 21), through the exchange of reports on balanced use of environmental resources and the protection of social equity, weaker groups and gender equality. Beneficiaries: Citizens and families and local operators.
Selected and analysed on	<i>page 105 of this report</i>

Practice Title	Women, Health and Work- Italy
Short description	Promoter: the Piacenza Province and AUSL (Local Health Unit Service) raising awareness among workers, both male and female, of effective methods for preventing risks to reproductive health, and providing suitable tools to benefit workers' health. In addition, helping to encourage awareness of gender in policies of prevention in the workplace. Beneficiaries: Male and female workers in the Piacenza area.
Selected and analysed on	<i>page 108 of this report</i>

Practice Title	Women's Time - Italy
Short description	Promoter: The Province of Milan, in collaboration with the Agintec consortium in Agrate Brianza. Partners involved: universities, trade unions and private and public organizations. Beneficiaries: Women and local authorities. The project's objective is to help women enter and remain in the world of work by testing out pilot schemes and new operational tools.
Contact details	Project management CLAVIM – Vimercate (MI) Tel. 039.6612672 Fax 039.6612673 e-mail: direzione@clavim.191.it

Practice Title	Work placements for training and career orientation- Italy
Short description	The project, promoted by the Provincial Equality Counsellor, aims to set up vocational work placements, featuring vocational training courses designed to help enter companies. Beneficiaries: different categories of women in difficulty in the world of work (mobility workers, long-term unemployed, people in social discomfort, non-EC immigrants, unemployed or fresh out of school and looking for their first job).
Selected and analysed on	<i>page 111 of this report</i>

CHAPTER 2: SELECTED GOOD PRACTICES

Practice Title	ADELÁNTATE - EQUAL PROJECT
Place and date	Región of Murcia, Spain 01/05/2005 - 31/12/2007
Partners involved	Instituto de la Mujer; Universidad de Murcia – Centro de estudios de la mujer; FREMM (Federación de Empresarios del Metal de la Región de Murcia); Asociación Proyecta Murcia; OMEP (Organización Murciana de Mujeres Empresarias y Profesionales); FUERM (Fundación Universidad Empresa de la Región de Murcia); UCOMUR (Unión de Cooperativas de Trabajo Asociado de Murcia); AFAMMER (Asociación de Familias y Mujeres del Medio Rural de la Región de Murcia); Dirección General de Modernización de Explotaciones y Capacitación Agraria; AJE (Asociación de Jóvenes Empresarios de la Región de Murcia); Redflexión Consultores.
Contact person	Juana Lopez Calero Instituto de la mujer (Comunidad Autónoma de Murcia) Avda. Infante D. Juan Manuel, 14. 3ª planta 30011 – Murcia Tel. 968357253 - e-mail: juanam.lopez@carm.es
Beneficiaries	Women with medium-high education level. Women in three different moment of their professional and personal life: student, active, and women who have left their employment (both rural and urban surrounding)
Main problems	The deficit of women in responsibility roles, specifically in the new strategic economic sectors.
Main solutions	The starting point is to know the origins of the so-called “ceiling glass”. Through different actions (awareness campaigns, trainings, etc), try to increase the number of women responsibility roles in places of taking decision. This is specifically focused on the strategic and future economic sectors of the Region of Murcia.

OR1. Environment			
AMT / TAI	Approaches	Methods	Tools
Transferable	Environmental awareness as well as considering the environmental sector, one of the main developing sectors in our region.	Environmental education.	
Adaptable		Working with environmental companies in other project activities.	
Integrable			Training materials. Courses on environmental issues.

OR2. Economy			
AMT / TAI	Approaches	Methods	Tools
Transferable	To know the state of art in the field of women in high quality employment. Foster the cooperation between women of high education level for the development of innovative projects in strategic sectors led for women.		Test to analyse the capacity of women's entrepreneurship.
Adaptable	Promote the knowledge of the professional reality of the women.	Diagnosis on the position of women in jobs based on knowledge management. Vocational training especially in strategic new economy sectors. Pilot accompaniment programme for the technological and / or services business creation in strategic sectors.	Observatory of employment and economy tendencies. Innovative methodological guide, virtual and on site tutors and cooperation between entrepreneurial women
Integrable			Interviews, surveys, samples and publication of the results. Interviews, seminars and brochures, awareness and professional orientation materials.

OR3. Socio-culture			
AMT / TAI	Approaches	Methods	Tools
Transferable	Business awareness.	Training for trainers.	New courses and procedures to recycle professional women for the insertion to the labour market. Professional and paid stages in companies for three months.
Adaptable	Foster the orientation and education to facilitate the insertion to the professional market.	Personalized professional orientation. Training programme. Promotion and support to the business creation about conciliation services, business led for women and innovative company through internet.	Updated training materials adapted to the special needs of new professional profiles. Design of a guide and virtual tutors.

OR4. Social Equity			
AMT / TAI	Approaches	Methods	Tools
Transferable	Promote, disseminate and transfer the project achieved results. Foster new methodologies and innovative tools. Vertical promotion to incorporate to the women of the Region of Murcia in head direction positions.	Demonstrative method showing good practices.	
Adaptable		Career plan for women on active in future strategic sectors.	Publication of the results through “Adelantate” web. Periodic publication in electronic and paper format of the achieved results. Strategic plans, personalized assistance, selection and assessment of companies and women in emergent and strategic sectors.

OR4. Social Equity			
AMT / TAI	Approaches	Methods	Tools
Integrable	Carry out more effective forms of orientation, information and education.		Intranet as communication tool among partners. Interviews, samples, elaboration and publication of stories through of the initiative "Women that illuminate the future".

OR5. Inter-local Equity			
AMT / TAI	Approaches	Methods	Tools
Transferable	In the project, they are represented women for all economic sectors.		

OR6. Inter-generational Equity			
AMT / TAI	Approaches	Methods	Tools
Transferable	Awareness – Dissemination.	Different campaign to different sectors (education centres, business men, etc) about the equal opportunities of women in business.	
Integrable			Activities in education centres, advertising spots, panels, radio, conferences and forums. Exhibition of women's pictures in the company, round tables with businessmen of different sectors. Impulse performances, like contest "business idea", simulation plays to create a business, etc.

OR9. Networking / partnership			
AMT / TAI	Approaches	Methods	Tools
Transferable	Cooperation among partners / target groups.		
Adaptable		Virtual space to centralize the information about women with entrepreneurial profile.	Entrepreneurial women group network.
Integrable			Entrepreneurial capacity test, consultations and CV insertions of the Web users, technical development of the “Entrepreneurial data base”, cassation of projects that results interesting.

OR10. Participation			
AMT / TAI	Approaches	Methods	Tools
Transferable		Each participant owns a series of definite and coordinated actions inside the project.	
Adaptable			Assessment and monitoring plan to the Web Platform Project for the access, management and diffusion of the information and documentation of the project.
Integrable	Foster the development of the professional market, specially in the access of the women to head direction positions through the citizen participation, associations and entities.		

Practice Title	AGE MANAGEMENT
Place and date	Veneto Region, Italy 2005
Partners involved	4 Partnerships composed of various bodies covering the 5 provinces of the Veneto Region: Treviso, Vicenza, Padua, Venice and Belluno
Contact person	Treviso Tecnologia Via Roma, 4 31020 Lancenigo di Villorba (TV) tel. 0422/608858 fax. 0422/608866
Beneficiaries	Companies, workers, associations and public organizations
Principal problems	Active ageing of the 45-64 age group of the workforce
Principal solutions	Understanding the requirements of “elderly” workers and testing out new methods of integrating and developing the productive and organisational skills of these workers

OR2. Economy			
AMT / TAI	Approaches	Methods	Tools
Transferable		Finding solutions for active ageing of the workforce	
Adaptable	Active policies on employment		“Over 45s” help desks offering information and advice to companies and workers.
Integrable	Active policies on employment		

OR3. Socio-culture			
AMT / TAI	Approaches	Methods	Tools
Transferable			Quantitative and qualitative research to interpret the situation in question
Adaptable		Social research	
Integrable	Positive impact on increasing employment levels among the population		

OR4. Social Equity			
AMT / TAI	Approaches	Methods	Tools
Transferable	Prevention of social exclusion		
Adaptable			Courses and pilot schemes tested in the field of production
Integrable		Testing out methods for integrating elderly workers	Courses and pilot schemes tested in the field of production

OR5. Inter-local Equity			
AMT / TAI	Approaches	Methods	Tools
Adaptable	Exchanges between local communities	Sharing experiences gained in different situations	Informative help desks to promote and raise awareness of the initiatives. Thematic focus groups
Integrable			Project portal for exchanging information.

OR6. Inter-generational Equity			
AMT / TAI	Approaches	Methods	Tools
Adaptable		Consolidating the skills the and increasing the number of "elderly" workers	Initiatives within companies promoting the presence of both elderly and younger workers
Integrable	Equal opportunities for all generations		

OR8. Subsidiarity			
AMT / TAI	Approaches	Methods	Tools
Transferable	Strengthening local communities	Integration of different decision-making levels	
Integrable		Integration of different decision-making levels	Vertical mainstreaming aimed at public institutions in order to raise awareness of the project (especially in the 5 provinces)

OR9. Networking / partnership			
AMT / TAI	Approaches	Methods	Tools
Transferable	Partnerships and collaboration between the public and private sectors	Discussion between companies and local stakeholders	
Adaptable			Publishing the results of the pilot schemes tested within companies
Integrable		Discussion between companies and local stakeholders	Publishing the results of the pilot schemes tested within companies

OR10. Participation			
AMT / TAI	Approaches	Methods	Tools
Adaptable		Involvement of the various stakeholders in the decision-making processes.	
Integrable		Involvement of the various stakeholders in the decision-making processes.	Sharing information through help desks and promotional events

Practice Title	AGENDA LOCAL 21
Place and date	Ferrol, Spain, 2003-2006
Partners involved	(Co financed by INTERREG and Xunta de Galicia) Municipality, University, trade unions, trade associations, environmental associations, cultural associations, social associations.
Contact person	Amador Rodríguez Silvar (Consellería de Medio Ambiente del Ayuntamiento de Ferrol)
Beneficiaries	Population of Ferrol City and future generations
Main problems	Low rate of public transport use. Inexistence of treatment waste water systems Few methods to describe the urban situation in Ferrol. Economic problems in the shipbuilding sector, the main economic sector. Few communication infrastructures. High rate of unemployment. Problems with age and gender management.
Main solutions	A local context analysis. Workshops with the stakeholders that propose different action plans: <ul style="list-style-type: none"> • Environment • Territorial order • Sustainable economic development • Infrastructure, communication and public transport • Socio-Culture services.

OR1. Environment			
AMT / TAI	Approaches	Methods	Tools
Transferable	Reduction of energy consumption. Promotion of renewable energy and the use of public transport.	Protection of sensitive natural spaces.	
Adaptable	Sustainable use and conservation of Ferrol estuary and other important natural spaces.	Application of 3R	Information campaigns. Economic incentives for energetic adaptation. Application of adequate waste water collection and treatment.
Integrable		Environmental education.	

OR2. Economy			
AMT / TAI	Approaches	Methods	Tools
Transferable	Economic development based on innovation and diversity production. Promotion of quality employment.		
Adaptable	Enterprise creation.	New industrial sites plan.	Local Institute of Development. Specific training courses.
Integrable		Collaboration with the University and technology entities.	

OR3. Socio-culture			
AMT / TAI	Approaches	Methods	Tools
Transferable	Increase in availability of human resources, in employment and education. Dissemination of knowledge on environmental and gender issues.		
Adaptable		Educational programs and plans.	Labour guidance training and specific training courses.
Integrable			Environmental education.

OR4. Social Equity			
AMT / TAI	Approaches	Methods	Tools
Transferable	Increase of equal opportunities in employment, access to education, etc. Incorporation of gender perspective in the design of public local actions.		
Adaptable		Measures to prevent marginality. Action plans.	Gender sensitisation campaigns. Training courses.
Integrable		Urban auditories.	

OR5. Inter-local Equity			
AMT / TAI	Approaches	Methods	Tools
Transferable	Fostering balanced inter-local development.		
Adaptable		Dialog between different municipalities, regional and national administrations.	Monitoring and evaluation plan.

OR6. Inter-generational Equity			
AMT / TAI	Approaches	Methods	Tools
Transferable	Development of processes and strategies aimed at urban sustainability.	Recovering and preserving spaces and resources for future generations.	
Adaptable			Monitoring and evaluation plan.

OR7. Diversity			
AMT / TAI	Approaches	Methods	Tools
Transferable	Multi-thematic approach: poverty, employment, resources, environment, social issues.		
Adaptable	Improvement of social services.		Sensitisation campaigns on diversity.
Integrable		Participatory processes.	

OR8. Subsidiarity			
AMT / TAI	Approaches	Methods	Tools
Transferable	Empowerment of local communities.		
Adaptable		Systematic participation of different social forces in elaborating Action Plans.	Environmental Forum.

OR9. Networking / partnership			
AMT / TAI	Approaches	Methods	Tools
Transferable	Improving and creation of relational networks. Collaboration between public, private and social sectors.		
Adaptable		Joint development of the project in the different municipalities composing the Eixo Atlântico association.	Local sustainability Forum.

OR10. Participation			
AMT / TAI	Approaches	Methods	Tools
Transferable	Involvement of local agents in the analysis of territorial problems and in the elaboration of adequate solutions.	Adjustment of municipal policies with national and regional strategies.	
Adaptable			Workshops involving Administration, social entities, companies and citizens (Environment Forum).

Practice Title	ANTEAR
Place and date	Province of A Coruña (Galicia), Spain, permanent.
Partners involved	Fundación PAIDEIA, Disabled People Associations, NGOs, Municipalities, City Councils.
Contact person	Fundación PAIDEIA, Plaza de María Pita, 17 15001 A Coruña Tel: 981 223 927 Fax: 981 224 659; paideia@paideia.es
Beneficiaries	People at risk of exclusion, for social reason and for organic or psychological limitations: people with neurological, mental, psychological, sensorial disabilities, young people coming from multi-problematic families.
Main problems	Lack of employment. Lack of involvement on the part of some companies. Physical barriers for physically disabled people.
Main solutions	User's labour qualification. New perception of the world of disabilities for the companies. Assumption of the new role as a worker. Development of the capacity for interaction and social abilities. New signific ations, values and behaviours (autonomy and responsibility)

OR2. Economy			
AMT / TAI	Approaches	Methods	Tools
Transferable	Labour insertion for disabled and people at risk of exclusion.		Labour qualification.
Adaptable		Methodology based on heterogeneity.	
Integrable		Intervention method to put into contact disabled and companies.	Labour insertion in companies.

OR3. Socio-culture			
AMT / TAI	Approaches	Methods	Tools
Transferable	Causing and favouring changes in the identities and social roles, and also in the degree of autonomy and responsibility of disabled young people. Generating changes in the perception and attitudes of the social environment (companies, institutions, communication media, families, etc.) about the reality of disabled people. Facilitating the access of the participants to information and formation.		Labour qualification.
Adaptable		Psychosocial interventional method. Studies, publications and investigations.	Legal advising.
Integrable			Therapeutic support.

OR4. Social Equity			
AMT / TAI	Approaches	Methods	Tools
Transferable	Social and labour insertion of disabled people.		Personalized monitoring trajectories.
Adaptable		Cooperation and interchange among the users and the different social agents involved in the process.	
Integrable			Labour insertion in companies. Workshops.

OR5. Inter-local Equity			
AMT / TAI	Approaches	Methods	Tools
Transferable	Extension of the project to other institutions.		
Adaptable		Divulcation of the methodology. Implication of different social agents.	
Integrable			Studies, publications. Agreements, social marketing.

OR7. Diversity			
AMT / TAI	Approaches	Methods	Tools
Transferable	Providing new meaning, values and attitudes towards disability.		
Adaptable		Different perspectives on social exclusion aspects.	
Integrable			Awareness campaigns.

OR9. Networking / partnership			
AMT / TAI	Approaches	Methods	Tools
Transferable	Cooperation among different entities in the project.		
Adaptable		Mediation with the institutional and social context.	
Integrable			Institutional agreements. Social marketing.

OR10. Participation			
AMT / TAI	Approaches	Methods	Tools
Transferable	Participation of different city Councils within the province of A Coruña, NGOs, associations, etc.	Actuation and understanding guidelines that facilitate the interaction among the agents involved in the process of socio-labour insertion.	
Adaptable			Transferability plan to other institutions (NGOs, councils, associations).
Integrable			Institutional agreements.

Practice Title	ARBETSTORGET FOR ERFARNA
Place and date	Stockholm, Sweden, 2006
Partners involved	No-profit association Forum 50+, County Labour Board, Social Insurance Institute of Stockholm
Contact person	Arbetstorget for Erfarna – Sveavagen 13, vaning 7, 11157 Stockholm Mr. Anders Loonberg (Forum 50+), Tel. 08 506 67500; E-mail : info@arbetstorget.se ; Website : www.arbetstorget.se
Beneficiaries	Over 50 years of age unemployed people
Main problems	Over 50-years of age people with difficulties to find new jobs
Main solutions	A centre (in an apartment in Stockholm well furnished, equipped with kitchen etc.) completely dedicated to participants (they have the key to enter freely) where they follow motivational and training courses in groups of 17 persons with two coaches. Afterwards they are offered the opportunity of following 6-weeks stages in companies that become partners of the project. The participants receive a financial support during the programme.

OR2. Economy			
AMT / TAI	Approaches	Methods	Tools
Transferable	To prevent the premature exit of over 50 years old workers from the job market, which is a problem for the Swedish economy.	Integrated and personalised solutions for increasing the participation of older workers to the job market	
Adaptable			A specialised centre for re-motivation activities and training ; financial support to unemployed people following the programme; stages in companies

OR3. Socio-culture			
AMT / TAI	Approaches	Methods	Tools
Transferable	To increase the availability of human resources along the entire population lifecycle; to reduce unemployed people; increase in people education		

OR4. Social Equity			
AMT / TAI	Approaches	Methods	Tools
Transferable	To prevent life crisis and risks of social exclusion		
Adaptable			A specialised centre for re-motivation activities and training, very welcoming and friendly (a fully equipped apartment with kitchen etc.) , open freely to participants who have even the key to use the structure outside the standard opening hours ; financial support to unemployed people following the programme; stages in companies

OR6. Inter-generational Equity			
AMT / TAI	Approaches	Methods	Tools
Transferable	To promote equal opportunities between generations		
Integrable			Motivational programmes to recover self-esteem for older workers

OR7. Diversity			
AMT / TAI	Approaches	Methods	Tools
Transferable	To highlight the value of experience and of a different mix of workers	Attention to the characteristics and needs of each person	The plan for re-entering in the job market is personalised

OR8. Subsidiarity			
AMT / TAI	Approaches	Methods	Tools
Adaptable	To involve private and no-profit organisations in employment services	A more efficient use of the available resources (both financial and of competences)	Private companies that benefit of the 6-weeks stages free of charge become sponsors of the project
Integrable	To involve private and no-profit organisations in employment services	A more efficient use of the available resources (both financial and of competences)	Structures made by an association and co-financed by public and private funds

OR9. Networking / partnership			
AMT / TAI	Approaches	Methods	Tools
Integrable	To create networks between public sectors and private companies	To open the public employment services to new actors	

Practice Title	AWARE PROJECT
Place and date	Ayuntamiento de Laredo (Cantabria), Spain, 01/12/2004-28/02/2007
Partners involved	Provincia Autonoma di Trento (Italy), Excmo. Ayuntamiento de Laredo (Spain), Personas Gestión Proyectos SL (Spain), Finnish Institute of Occupational Health (Finland), Ministry of Education (Malta), University of Ljubljana (Slovenia), Università degli Studi di Trento (Italy), Istituto Superiore Mario Boella (Italy), Istituto Ricerche Economiche e Sociali (Italy) and Camara di Commercio, Industria, Artigianato e Agricoltura di Trento (Italy).
Contact person	Ángel Fernández López Excmo. Ayuntamiento de Laredo (Cantabria) Menendez Pelayo N°7 1° derecha 39770 LAREDO (CANTABRIA)
Beneficiaries	Local authorities, managers of schools and training agencies, teachers and trainers, representatives of employers and workers and representatives of associations and NGOs.
Main problems	Problems of ageing workers (over 45 years old) who find themselves, to a certain point of their own working life, " to be confronted " with the own tasks, to face their own ways (structured or not) to develop them and to manage them to the inside of the normative system of formative and labour market policies.
Main solutions	Elaborate an analysis that derives concrete proposals of performance in the employment area and ageing persons formation, providing the necessary tools, to discover its potential and improve its employability.

OR1. Environment			
AMT / TAI	Approaches	Methods	Tools
Transferable	Environmental ethics		

OR2. Economy			
AMT / TAI	Approaches	Methods	Tools
Transferable	To promote and to support an enduring dialogue at a local boards level for the employability and the activation of the ageing population.	Elaboration of studies.	
Adaptable	Recollecting information about the target group.	Diagnostic about traditional knowledge of the elders. Specific programmes.	

OR2. Economy			
AMT / TAI	Approaches	Methods	Tools
Integrable			Action plans, workshops, seminars, etc. Specific training courses. GIS (Geographic Information System).

OR3. Socio-culture			
AMT / TAI	Approaches	Methods	Tools
Transferable	Adaptation of the training methodologies.		
Adaptable			Methodological guide.
Integrable		Compilation and Evaluation of various training methodologies.	

OR4. Social Equity			
AMT / TAI	Approaches	Methods	Tools
Adaptable	To improve the occupational opportunities and perspectives of the ageing workers.		
Integrable		Methods and studies focused on specific characteristics and requirements of the ageing workers.	Adult learning strategies, educational portal, e learning, surveys, etc.

OR5. Inter-local Equity			
AMT / TAI	Approaches	Methods	Tools
Adaptable	To contribute to the improvement of the activity rates of the ageing population (in particular women) in the two areas involved in the project.	Introduction and implementation of factors examined and involved in the two areas of the project.	
Integrable			Studies, surveys, analysis of contexts, etc.

OR6. Inter-generational Equity			
AMT / TAI	Approaches	Methods	Tools
Transferable	Increase the equity of opportunities for people over 45.	Training for trainers.	
Adaptable			Handbooks and training courses.

OR9. Networking / partnership			
AMT / TAI	Approaches	Methods	Tools
Transferable	Cooperation between partners.		
Adaptable		Joint programming and planning of training activities.	Networks knowledge transfer.
Integrable			Web page, intranet.

OR10. Participation			
AMT / TAI	Approaches	Methods	Tools
Transferable	Involvement of the stakeholders in the analysis of territorial and corporate problems. Dissemination of the project objectives, good practices and results.		Project website, CD with the project final results, seminars.
Adaptable		Formalize agreements between partners.	
Integrable			Subventions, agreements, etc.

Practice Title	BANCA DELLE ORE
Place and date	Arezzo, Italy, from 2005 onwards
Partners involved	CNA Servizi; Socialnet Onlus
Contact person	Ms.Barbara Bennati– CNA Arezzo
Beneficiaries	Employers of CNA Servizi
Main problems	Work & life balance needs
Main solutions	Bank of working hours : an individual account where workers can put aside the extra hours worked outside the standard working time, to be spent in holidays and permissions in accordance with company's needs

OR4. Social Equity			
AMT / TAI	Approaches	Methods	Tools
Transferable	To promote reconciliation between working and “non-working” life	A different organization of work	
Integrable			Bank of hours

OR9. Networking / partnership			
AMT / TAI	Approaches	Methods	Tools
Transferable	To promote alliances and collaboration between public, private and social sectors in social services		
Adaptable		A project elaborated by a social association, implemented by a private association and co-financed by public sector (Ministry of Welfare)	Innovation and flexibility tool (Bank of hours) financed through Art.9 of Italian Law N.53/2000

OR10. Participation			
AMT / TAI	Approaches	Methods	Tools
Transferable	Increase in awareness of policies for gender management, social inclusion and sustainable development; Involvement of the participants from the elaboration phase of the project		The beneficiaries of the project are involved since the first stages of the project (before the experimentation of the project itself)
Adaptable		A project of work & life balance open to both genders aimed at building a more sustainable working organization and born in a participated way	

Practice Title	CHANCEOVER40
Place and date	Provincial Authority of Milan , Italy, starting July 2005 (ending 2007)
Partners involved	<p>Provincial Authority of Milan, the promoter, which has formed partnerships between 13 national partners: Euroimpresa Legnano, the Provincial Authority of Milan, Agintec, the Consorzio Area Alto Milanese (Upper Milanese Area consortium), CESVIP (the support centre for small and medium-sized enterprises), the Centro Lavoro Nord Ovest Milano (north-west Milan employment centre), the Centre of European Initiative, the Consorzio per l'Istruzione e la Formazione Artigiana (consortium for education and craftsmanship training), Comunimprese (a regional development agency), EMIL (East Milan Enterprise and Work society), Eurolavoro (a Milan-based employment consortium), Milano Metropoli Agenzia di Sviluppo (Milan metropolitan development agency) and Pari e Dispari (an equal opportunities organization).</p> <p>Chance also involves <u>transnational cooperation</u> for the principal purpose of sharing information and experience at a European level.</p>
Contact person	Milano Metropoli Agenzia di Sviluppo Via Venezia 23, 20099 Sesto San Giovanni Milano, Italia, Tel. 02 24 12 65 40, fax 02 24 12 65 41 chance@milanomet.it
Beneficiaries	Workers over 40 living and working in the Province of Milan
Principal problems	Employment difficulties for over 40s due to “ageing” of their skills, problems with returning to work after a period of not working (especially for women), and the need for professional re-training in order to prevent them from prematurely leaving the productive cycle
Principal solutions	Actions and initiatives for professional re-training and increased awareness of people’s own potential, helping to prolong people’s working lives, and professional updating in order to consolidate skills and prevent marginalization from the world of work.

OR2. Economy			
AMT / TAI	Approaches	Methods	Tools
Transferable		Finding solutions to help prolong the working lives of workers over 40	Employment agencies specializing in providing services to companies and workers.

OR3. Socio-culture			
AMT / TAI	Approaches	Methods	Tools
Transferable		Social research in order to analyze the situation.	

OR4. Social Equity			
AMT / TAI	Approaches	Methods	Tools
Transferable			Corporate consultancy services
Adaptable	Equal opportunities for men and women and helping to harmonize time spent at home and at work		

OR5. Inter-local Equity			
AMT / TAI	Approaches	Methods	Tools
Transferable			Local area discussion forums composed of companies and operators from the communities in question
Integrable		Creation of a local network for sharing experiences gained in different local contexts.	

OR9. Networking / partnership			
AMT / TAI	Approaches	Methods	Tools
Transferable		Discussion between companies and local stakeholders	
Integrable	Collaboration between public and private bodies		Meetings between the employment market (companies) and local organizations and agencies

OR10. Participation			
AMT / TAI	Approaches	Methods	Tools
Adaptable			Local area forums composed of local companies, organizations and agencies.
Integrable	Increased participation in development policies		

Practice Title	DIALOGO SOCIAL E IGUALDADE NAS EMPRESAS PROJECT
Place and date	Lisboa, Portugal, 17/04/2006-16/03/2008
Partners involved	CITE – Commission for Equality in labour and Employment; UGT – General confederation of Portuguese Workers – National Trades Union; CGTP-IN – General Workers Union; CESIS – Research Centre to Social Intervention; CCP – Portuguese Retail and Services Confederation; APEE – Portuguese Association of Entrepreneurial Ethics; RTP – Portuguese Public Television; ISCTE – Institute of Business and Labour Sciences; IAPMEI – Institute for the Support of the Small and Medium-sized Enterprises.
Contact person	Clara de Jesus Comissao para a Igualdade no Trabalho e no Emprego Avenida da República, 44 – 2º e 5º P-1069-033-LISBOA Lisboa (Portugal) Telf: +35 1217964027 Fax: +35 1217960332
Beneficiaries	Men and women within enterprises.
Main problems	Unawareness of what equality between women and men is; unawareness of how to promote equality between women and men, non-discrimination and work-family balance; unawareness of the existing applicable law.
Main solutions	Support enterprises in the promotion of gender equality and non-discrimination between men and women and work-family balance.

OR1. Environment			
AMT / TAI	Approaches	Methods	Tools
Transferable	Environmental awareness.	Environmental education.	
Integrable			Training materials.

OR2. Economy			
AMT / TAI	Approaches	Methods	Tools
Transferable	Promotion of gender equality and work-family balance as a competitive advantage for companies.		Self-evaluation guide.
Adaptable		Self-evaluation. Implementation of criteria and indicators into the entrepreneurial norms and regulations..	Gender indicators in the frame of Corporate Social Responsibility in enterprises.

OR3. Socio-culture			
AMT / TAI	Approaches	Methods	Tools
Transferable	Elimination of gender discrimination.	Implementation of Gender Mainstreaming. Training curriculum on gender equality for auditors and consultants.	
Adaptable			Training materials design.

OR4. Social Equity			
AMT / TAI	Approaches	Methods	Tools
Transferable	Development of social equity. Foster the equity between women and men in private life.	Dialog among institutions. Demonstrative method showing good practices.	
Integrable			Workshops, seminars, videos, etc.

OR6. Inter-generational Equity			
AMT / TAI	Approaches	Methods	Tools
Transferable	Fostering the knowledge of good practices between generations.		
Adaptable		Diagnostic about traditional knowledge of the elders.	Networks knowledge transfer.

OR9. Networking / partnership			
AMT / TAI	Approaches	Methods	Tools
Transferable	Cooperation between partners.		
Adaptable		Joint programming and planning of training activities.	Network for the development of business initiatives.
Integrable			Web page, intranet.

OR10. Participation			
AMT / TAI	Approaches	Methods	Tools
Transferable	Dissemination of the project objectives and results.		Project website, CD with the project final results and guide of good practices within the project .
Adaptable	Foster the good practices in the companies.	Social dialogue Methodology of active participation .	
Integrable			Round tables, debates, seminars, etc.

Practice Title	DIANA
Place and date	Ferrol, Spain, 2006
Partners involved	Municipality and other local stakeholders, European Union, University, Local Govern
Contact person	Ayuntamiento de Ferrol
Beneficiaries	Long-term unemployed specially women, inactive women, persons with added problems.
Main problems	High women unemployment. Sectors of population with added difficulties of integration in the labour market: immigrants, disabled people, gender violence victims, women aged 45 years or more, women in monoparental households.
Main solutions	Creation of an innovative method for labour insertion. Creation of a more open and less discriminative labour market. Knowledge of the local labour market: employment services, characteristics of unemployed people, role of companies. Develop social corporate responsibility. Utilization of new technologies for looking for a job. Promotion of transversal application of gender issues. Reduction of the usual inequality between women and men. Implication of companies and local, regional and national governments.

OR1. Environment			
AMT / TAI	Approaches	Methods	Tools
Transferable	Environmental sensitisation.		
Adaptable		Development of new methods of environmental protection.	

OR2. Economy			
AMT / TAI	Approaches	Methods	Tools
Transferable	Facilitating the access or reinsertion of women to the labour market from an equality of opportunities perspective.		Campaign for hiring unemployed women.
Adaptable		Integral intervention strategy. Internal evaluation method. Employment studies on Diana's territory.	Network of collaborating companies. Training courses.

OR3. Socio-culture			
AMT / TAI	Approaches	Methods	Tools
Transferable	Gender and age approach in employment policies. Knowledge on environmental issues. Increase in education. Unemployment reduction.		
Adaptable		Innovative method for labour insertion through the development of personal and social competences. Sensitisation on equality issues.	
Integrable		A method for the development of knowledge.	Training courses. Seminars. Workshops. Women forums.

OR4. Social Equity			
AMT / TAI	Approaches	Methods	Tools
Transferable	Development of equal opportunities. Awareness of the need of social support systems for a more suitable organization of social time.		
Adaptable		Innovative method based on investigation, cooperation and attention to the people.	
Integrable			Seminars on time conciliation and equality.

OR5. Inter-local Equity			
AMT / TAI	Approaches	Methods	Tools
Transferable	Dissemination of the participatory approach to other municipalities.		
Adaptable		Comparative evaluation method.	
Integrable			Workshops on market research within the municipalities.

OR6. Inter-generational Equity			
AMT / TAI	Approaches	Methods	Tools
Transferable	Sustainable approach of the labour insertion policies.		
Adaptable		Continuous evaluation method.	
Integrable			Systematization of interventions in certain problematic areas.

OR7. Diversity			
AMT / TAI	Approaches	Methods	Tools
Transferable			
Adaptable	Integration of different collectives as beneficiaries of the project.	Comparative method considering the distinctive characteristics of beneficiaries.	
Integrable			Women forums. Workshops for personal and social development.

OR9. Networking / partnership			
AMT / TAI	Approaches	Methods	Tools
Transferable	Alliances and collaboration between public, private and social sectors in employment. Exchange of experiences and good practice between different local and regional contexts.	Innovative intervention strategy (integrated and coordinated actions of all entities involved).	
Integrable			Network of collaborating companies. Association of collaborating entities (Nordesía).

OR10. Participation			
AMT / TAI	Approaches	Methods	Tools
Transferable	Increase in awareness on policies for age and gender management, unemployment and social inclusion. Approach based on the corporative social responsibility. Involvement of the stakeholders in the analysis of territorial and corporate problems.		
Adaptable		Coordinated interaction of all entities involved. Strategy for company implication.	
Integrable			Dialogue, cooperation and exchange of experiences. Discussion groups. Sensitisation campaigns.

Practice Title	DONNAIMPRENDEDONNA
Place and date	Arezzo, Italy, 2005-2006
Partners involved	S.S.A,CNA,Confartigianato Arezzo,Provincia di Arezzo,CGIL CISL UIL (trade unions),Consigliere di Parità (Arezzo and Tuscany)
Contact person	Ms.Laura Sisti, S.S.A , Arezzo
Beneficiaries	Women entrepreneurs in the starting phase of their businesses
Main problems	The first phases of a new business are often the most difficult ones with higher risks of failure. Women entrepreneurs often meet with more difficulties in bringing along a business
Main solutions	Through the method of mentoring, an experienced woman entrepreneur accompanies a junior woman entrepreneur during the first phase of her activity.They study together needs, opportunities and problems and the consequent possible solutions. The mentoring is accompanied by phases of more classic training courses aiming at raising competences of the junior entrepreneurs

OR2. Economy			
AMT / TAI	Approaches	Methods	Tools
Transferable	Active labour market policies to enable women to enter or remain in employment	To sustain women entrepreneurship	
Adaptable		Mentoring	

OR3. Socio-culture			
AMT / TAI	Approaches	Methods	Tools
Transferable	Increase in people participation in the labour market, reduction of unemployed people	Transfer of competences between experienced entrepreneurs and new ones	
Adaptable			Mentoring; specific training to raise competences levels

OR4. Social Equity			
AMT / TAI	Approaches	Methods	Tools
Transferable	Equal opportunities between men and women; to overcome the stereotype against women entrepreneurs	A programme for helping women's entrepreneurship	
Integrable			Personalised relationship between senior and junior women entrepreneurs

OR6. Inter-generational Equity			
AMT / TAI	Approaches	Methods	Tools
Transferable	To give value to experience		
Integrable		To use the experience of senior entrepreneurs for helping junior ones	Mentoring

OR9. Networking / partnership			
AMT / TAI	Approaches	Methods	Tools
Transferable	Alliances and collaboration between public, private and social sectors	Creation of a network for experimenting a project	

Practice Title	ELOISA – EQUAL PROJECT
Place and date	Región de Extremadura, Spain, 01/01/2005-31/12/2007
Partners involved	Instituto de la mujer de Extremadura, CCOO de Extremadura, Confederación Regional empresarial extremeña, Federación de mujeres progresistas, Federación de municipios y provincias, Fundación ECCA, Fundación mujeres de Extremadura, Junta de Extremadura – Consejería de Bienestar Social, Junta de Extremadura – Consejería de Desarrollo Rural, Junta de Extremadura – Consejería de Economía y Trabajo – DG de Empleo, Junta de Extremadura – Consejería de Educación, Ciencia y Tecnología, Mancomunidad de municipios de Tajo Salor, Patronato de Formación y empleo (Ayto. de Coria)
Contact person	Gloria Fernanda Gonzalez Oyola Oficina Técnica Equal de Extremadura, Instituto de la Mujer de Extremadura (Junta de Extremadura) C/ Margarita Garcia de Blanes N° 11 1ªA CP: 06800 MERIDA Tel: +34 924 38 72 18
Beneficiaries	Inactive women of the different territories of the project: women in situation of labour inactivity or long-term unemployed
Main problems	Inequality among women and men regarding to labour participation and opportunities, family responsibilities, etc..
Main solutions	Development of local strategies in favour of equal opportunities between women and men to reinforce regional policies of labour and equality.

OR1. Environment

AMT / TAI	Approaches	Methods	Tools
Transferable	Environmental ethic.		

OR2. Economy

AMT / TAI	Approaches	Methods	Tools
Transferable	Unemployment reduction. Access to employment services.	Establishment of individual itineraries of professional insertion.	
Adaptable	Promotion of business activities based on cultural heritage.	Training programme. Development of personal and social competences.	Women's forums, workshops, seminars, etc.
Integrable			Specific training courses and materials, guides, etc. Web page, training for employment searching, CV's edition, covering letters, etc.

OR3. Socio-culture			
AMT / TAI	Approaches	Methods	Tools
Transferable	Increase people literacy and education.	Introduction of new technologies.	
Integrable			Training courses, practices in companies

OR4. Social Equity			
AMT / TAI	Approaches	Methods	Tools
Transferable	Increasing social awareness on labour participation of women and sharing family responsibilities.		
Adaptable			Equality plans, training activities.
Integrable		Training programme.	

OR5. Inter-local Equity			
AMT / TAI	Approaches	Methods	Tools
Adaptable	Promote opportunities equality plans in all the municipalities involved in the project.		Local cooperation network, local agreements, training activities.
Integrable		Integration of specific policies on opportunities equality between women and men.	

OR6. Inter-generational Equity			
AMT / TAI	Approaches	Methods	Tools
Adaptable	Offer the same opportunities to whole collective.		

OR9. Networking / partnership			
AMT / TAI	Approaches	Methods	Tools
Transferable	Cooperation between partners Promote the collaboration networks among stakeholders, politicians and economists.	Transference of ideas, practices and results achieved.	
Adaptable		Joint programming and planning of training activities.	Local cooperation network.
Integrable			Web page, intranet. Contact, interaction y enrichment through experience, information and debate exchange.

OR10. Participation			
AMT / TAI	Approaches	Methods	Tools
Transferable	Dissemination of the project objectives and results.		Web Platform, CD with the project final results and guide of good practices within the project.
Integrable	Citizens participation, associations and entities in the process of professional insertion in the Region of Extremadura.		

Practice Title	ETAP’CARRIERE
Place and date	France, from mid-March 2005 to March 2006
Partners involved	ANPE (French public employment service), APEC (French Association for Employment of High Professionals) and UNEDIC (French system of insurance against unemployment which from 2005 – law for social cohesion- is part of the public employment system)
Contact person	Ms.Catherine Martin (President), Mr.Jacky Chatelain (General Manager) APEC – Association pour l’Emploi des Cadres 51,Boulevard Brune – 75689 PARIS CEDEX 14 Tel. Int. For France + 01 40 52 20 00; www.apec.fr
Beneficiaries	Unemployed senior professionals
Main problems	Low employment rate (30 % against 50 % as goal to be reached following the Stockholm European Council) of seniors (over 50 years of age) ; senior professionals face more difficulties and need longer time in finding out new jobs
Main solutions	A personalised (one consultant for one senior) and intensive approach , during not more than 9 months , associating individual and in-group activities for accompanying seniors who are searching new jobs. Three different entities unite their competences in elaborating this approach. Weekly follow-up of the senior for some time after he/she found a new job.

OR2. Economy			
AMT / TAI	Approaches	Methods	Tools
Transferable	The contribution of senior professionals is important for labour market	To experiment a programme for reducing the unemployment rate of senior professionals	
Integrable			Creation of pilot programmes aimed at reducing unemployment rate of senior people within the existing public job services

OR3. Socio-culture			
AMT / TAI	Approaches	Methods	Tools
Transferable	To fight against the age-centred stereotype in labour market by helping seniors professionals in finding new jobs, thus reducing the unemployment rate		
Adaptable		Experimental programme (one year, two centres, one in Paris and one in Strasbourg) of personalised and intensive support to seniors during their job search .600 senior professionals involved.	Pilot projects to be monitored and eventually proposed to political stakeholders for a more extensive experimentation. Report on the project, whose positive results have led to its extension to all senior professionals in France as a part of a comprehensive programme for approaching the issue of senior employment strategies (2005,law of social cohesion)
Integrable			To use the European Year of Equal Opportunities for All through public initiatives concerning the senior job issues

OR4. Social Equity			
AMT / TAI	Approaches	Methods	Tools
Adaptable	The project aims at preventing social crises and risks of social exclusion for senior people	Integrating different aspects involved in the senior work issue : training activities, individual support, insurance funds against unemployment	Senior professionals are inserted in an intensive programme that includes individual and in-group activities with weekly follow-up

OR6. Inter-generational Equity			
AMT / TAI	Approaches	Methods	Tools
Transferable	To fight the enterprises' tendency at obliging seniors to a premature outgoing from the labour market	Helping seniors to understand , assess and make the best of their competences while giving support for raising and extending them if needed	
Adaptable	To help public sectors and private companies in understanding the value of senior workers		Creation of two pilot centres in Paris and Strasbourg for the experimentation of the programme on 600 volunteer senior professionals

OR8. Subsidiarity			
AMT / TAI	Approaches	Methods	Tools
Transferable	The project strengthens a strategy already present in the French labour market : the integration of public responsibilities with the competences of private subjects	Integrating different competences and giving value to private competences and histories in issues of high public interest such as employment strategies	
Adaptable	Creating a more efficient welfare state by giving value and access to private sectors not only in terms of fund-raising but mostly in terms of know-how		
Integrable			Creation of associations between public and private subjects

OR9. Networking / partnership			
AMT / TAI	Approaches	Methods	Tools
Transferable	Alliances and collaboration between public and private sectors		
Adaptable		Creation of an association between different partners	Creation of two working groups (one for each pilot centre) formed by components from the three partners, who follow the project during its entire lifetime
Integrable		To use existing networks for launching projects regarding the senior job issues	

OR10. Participation			
AMT / TAI	Approaches	Methods	Tools
Transferable	Increase in awareness on policies for age management and involvement of the stakeholders in the analysis of problems and the elaboration of solutions	.The implementation of specific projects for senior employment highlight the theme and gives it occasions to be publicly discussed	
Adaptable			The experimentation was extended to all senior professionals
Integrable		To use existing working groups for introducing the senior job issues and finding out new solutions , experimenting new programmes, promoting public discussions	

Practice Title	FERROL EMPREGA
Place and date	Ferrol , Spain, July 2006 to April 2007
Partners involved	City Council, financed by the European Social Found
Contact person	José Manuel Rey Varela, Concellería de Empleo del Ayuntamiento de Ferrol
Beneficiaries	Long-term unemployed with low level of training. Women. People at risk of social exclusion. Young people searching for the first job. Trained persons looking for labour reinsertion.
Main problems	High unemployment rate. High women unemployment rate (3932 unemployed women, 33% aged more than 55). Difficulties to access the labour market. Low level of training. Population at risk of social exclusion. High rate of long-term unemployment.
Main solutions	To foster labour insertion through: <ul style="list-style-type: none"> • High quality training • Labour orientation services • Labour practices in companies of the local context

OR1. Environment			
AMT / TAI	Approaches	Methods	Tools
Transferable	Environmental sensitisation.	Training on environmental basic concepts.	Environmental transversal courses.

OR2. Economy			
AMT / TAI	Approaches	Methods	Tools
Transferable	Promoting the access to the labour market of groups with difficulties.		
Adaptable	Fostering services to people with special necessities: children, aged, disabled and ill people.	Quality training.	Practice in companies.
Integrable			Training courses.

OR3. Socio-culture			
AMT / TAI	Approaches	Methods	Tools
Transferable	Reduction of unemployment. Foster labour participation. Increase people literacy and education. Dissemination of knowledge on environmental and gender issues.		Transversal courses on environmental and gender issues.
Adaptable		Quality training.	Practice in companies.
Integrable		Training introducing the use of new technologies and techniques for job searching.	Training courses.

OR4. Social Equity			
AMT / TAI	Approaches	Methods	Tools
Transferable	Increasing the access of women to education and quality work.		
Adaptable	Fostering services to people with special necessities: children, aged, disabled and ill people.	Specific training to enhance social support systems and services.	Practice on these areas.
Integrable			Training modules dealing with children, old, disabled and ill people. Training on equality.

OR6. Inter-generational Equity			
AMT / TAI	Approaches	Methods	Tools
Adaptable	Education to nourish integration between generations.	Social subject training.	
Integrable			Training courses aimed at children and elderly people care.

OR7. Diversity			
AMT / TAI	Approaches	Methods	Tools
Transferable	Increasing knowledge about diverse social groups (children, elders, disabled) and their needs.	Specific training	
Adaptable			Courses on: care for the disabled, abilities for the third age, children care at school dining rooms and extra-school activities.

OR8. Subsidiarity			
AMT / TAI	Approaches	Methods	Tools
Transferable	Improving the empowerment of local community.		
Adaptable		Provide social associations with resources to train unemployed people for social services.	Training for children, elderly, ill and disabled care. Practice in service delivery.

OR9. Networking / partnership			
AMT / TAI	Approaches	Methods	Tools
Transferable	Collaboration among the Council, social associations and companies. Involvement of civil society in service delivery.		
Adaptable	Improvement of social associations.		Agreements and contracts involving different social associations and entities, technicians and local authorities.

OR10. Participation			
AMT / TAI	Approaches	Methods	Tools
Transferable	Increase in awareness on policies for age and gender management, employment and social inclusion.	Involvement of stakeholders in the local employment initiatives.	
Adaptable			Labour practices in different fields.

Practice Title	FORIET
Place and date	65 Municipalities between Galicia (Spain) and Portugal , 1/01/2006 till 31/12/2007
Partners involved	Consellería de traballo, Instituto do Emprego e Formacao Profissional, Fundación para el desarrollo de la empleabilidad y la formación en Galicia (75% financed by FEDER Interreg III A)
Contact person	Joaquín Vila Sampayo. Santiago Parra Contreras (Jefes del Servicio de Formación Ocupacional). Pastor Fuenteseca Díaz (Director Xeral de Formación e Colocación – Xunta de Galicia) Complejo administrativo de San Lazaro, s/ n 15781 Santiago de Compostela
Beneficiaries	More than 200 employment demanders with a minimum level of training, mainly youngsters and women.
Main problems	Labour mobility barriers between Galicia and Portugal: <ul style="list-style-type: none"> • Language barrier • Salary differences between these countries • Cultural differences • Need of daily journeys to access to jobs • Lack of tools to bring closer employment offers and demands • Administrative and legal difficulties for hiring • Lack of knowledge of professional profiles
Main solutions	To foster employability mainly in women To increase cross border labour mobility To improve the information about cross border labour market To reduce differences in training Promote on-line training

OR1. Environment			
AMT / TAI	Approaches	Methods	Tools
Transferable	Environmental sensitisation		
Adaptable		Specific transversal training on environmental issues	E-learning platform

OR2. Economy			
AMT / TAI	Approaches	Methods	Tools
Transferable	Permeability of cross-border labour market. Access to resources necessary to find employment and self-employment. Providing cross-border mobility.	Access to labour information methods.	
Adaptable	Training of professionals for the most demanded jobs on both sides of the frontier.	Involvement of all Employment offices	Handbooks for presential and on-line training. Accredited training courses.
Integrable			Permanent on-line classroom. Transversal on-line training modules in all the courses.

OR3. Socio-culture			
AMT / TAI	Approaches	Methods	Tools
Transferable	Improve intercultural and inter-linguistic knowledge. Increase women access to labour market.	Integration of linguistic, cultural and gender aspects in the training process.	
Adaptable	Improve balance of training on both countries.	Wide training program. Sustainability and transferability plan.	Spanish and Portuguese training modules, and culturall aspects of both countries. Accredited training on both countries
Integrable			Training modules on equality.

OR4. Social Equity			
AMT / TAI	Approaches	Methods	Tools
Transferable	Access to training for long-term unemployed, at risk of social exclusion, mainly youngsters and women. Fostering women incorporation to labour market in sectors where they were traditionally under-represented.		
Adaptable		Transversal training beside the different specific training programs.	
Integrable			Training modules on: -Business creation. -Labour orientation. -Training for equality. -Environmental sensitisation. Module on equality and environmental sensitisation.

OR5. Inter-local Equity			
AMT / TAI	Approaches	Methods	Tools
Adaptable	Foster access to labour market in a crossborder context.	Transferability plan of the Project to other contexts. Joint definition of shared training programs. Joint assessment of training actions.	Practice on companies from both countries.
Integrable			Permanent experts forum. Joint session for the transfer of good practices.

OR6. Inter-generational Equity			
AMT / TAI	Approaches	Methods	Tools
Transferable	Provide the developed actions with sustainability.		
Adaptable		Sustainability plan.	
Integrable			Permanent forum of experts to provide sustainability and continuity to the project activities.

OR7. Diversity			
AMT / TAI	Approaches	Methods	Tools
Transferable	Fostering intercultural diversity.		
Adaptable	Creation of professionals capable of working on both sides of the border.		Open on-line classroom on culture and languages of both countries. Practice in companies of both countries.
Integrable		Adding the linguistic and cultural component to the training process.	

OR9. Networking / partnership			
AMT / TAI	Approaches	Methods	Tools
Transferable			Experts forum workshops.
Adaptable	Cooperation between Galician and Portuguese partners.	Joint programming and planning of training activities. Joint management of company practices. Joint evaluation of training results. Involvement of all offices and employment centres.	Technical meetings for exchanging experiences with other cross-border European regions.
Integrable	Participation of other cross-border European regions.		

OR10. Participation			
AMT / TAI	Approaches	Methods	Tools
Transferable		Participation of all entities involved in the project in the management and assessment process.	
Adaptable	Involvement of citizens, associations and entities, public administrations and companies to favour labour market access and social inclusion.	Involvement of all Employment offices.	Meetings for monitoring and evaluation. Web platform for information, managing and dissemination of the project.

Practice Title	From Kallistè S.p.A. to Salumificio Alsenese Sas: Procedure for helping female workers on Special italian short-term earnings replacement benefit (CIGS) to return to work
Place and date	Piacenza , Italy July 2005
Partners involved	2 companies: Kallistè S.p.A. and Salumificio Alsenese, the Piacenza Association of industries , the Consortium of Professional Training in Industry (Forpin), the Piacenza Provincial Authority, the Alseno Town Council and local Trade Union Organizations
Contact person	Antonella Vologni – Matteo Agosti Consorzio Forpin Viale S. Ambrogio, 23 - 29100 Piacenza tel. 0523/335825, fax. 0523/334923 mail: forpin@forpin.it
Beneficiaries	14 female workers on CIGS
Principal problems	Entering and returning to the world of work for adults Helping female workers on CIGS to return to work in the same local area
Principal solutions	Helping people to return to work through a vocational re-training course in the Alseno area of the Val d'Arda

OR2. Economy			
AMT / TAI	Approaches	Methods	Tools
Transferable	Active policies on employment to enable people to return to work	Vocational re-training of workers	
Adaptable		Vocational re-training of workers	

OR3. Socio-culture			
AMT / TAI	Approaches	Methods	Tools
Transferable			Setting up an ad hoc training course for women on CIGS
Integrable		Vocational re-training and returning to work	

OR4. Social Equity			
AMT / TAI	Approaches	Methods	Tools
Transferable	Equal opportunities for men and women, and reducing the risk of social exclusion for women		
Adaptable		Vocational re-training of female workers	

OR7. Diversity			
AMT / TAI	Approaches	Methods	Tools
Transferable		Sustaining local and sectoral development of the area's systems.	
Adaptable	Promoting diversification in the economy and socio-culture, focusing on the local identity		

OR8. Subsidiarity			
AMT / TAI	Approaches	Methods	Tools
Transferable	The capacity to strengthen local communities through improvement of local production networks.	Helping to strengthen the local economy thanks to training of the workforce.	
Adaptable			Agreement between the social parties, companies and institutions to create a complete procedure to help female workers to return to work in a company located in the same local area as the company they had “left”

OR9. Networking / partnership			
AMT / TAI	Approaches	Methods	Tools
Transferable	Improving social networks and promoting collaboration between public and private bodies		
Adaptable		Collaboration and participation by the social parties, institutions and companies.	

OR10. Participation			
AMT / TAI	Approaches	Methods	Tools
Transferable	Raising awareness of policies on gender and social inclusion among the various local operators and involving them in analysis of local problems and working out solutions		
Integrable		Involvement of stakeholders in the decision-making processes.	

Practice Title	HARMONIZATION AND FLEXIBILITY IN THE CORPORATE ORGANIZATION OF THE UNICOOP COOPERATIVE
Place and date	Piacenza , Italy May 27 th 2004 (ended May 27 th 2006)
Partners involved	Unicoop, Piacenza
Contact person	Elena Giagosti and Alessandra Materassi of the Unicoop cooperative, P.zza Cittadella, 2 - 29100 Piacenza tel. 0523/323677, fax. 0523/306734 mail: unicoop.pc@cooperativaunicoop.it
Beneficiaries	Various working mothers from the cooperative
Principal problems	Harmonization between time spent at work and at home
Principal solutions	Creation of good practices for working flexibility and initiatives to support article 9 of Italian Law 53/2000

OR2. Economy

AMT / TAI	Approaches	Methods	Tools
Transferable	Active policies on employment to enable women to remain at or return to work	Implementation of a new model of corporate organization using positive initiatives pursuant to Italian Law 53/2000	Option of part-time status on return from maternity leave. Flexibility regarding shifts. Use of the “hours bank” as a tool for managing time spent at home and at work
Adaptable	Breaking down the barriers of gender stereotypes in employment policies. Increasing employment levels among women.	Social research in order to analyze the situation	

OR3. Socio-culture

AMT / TAI	Approaches	Methods	Tools
Transferable			Arrangement of support tools in the form of a counselling service offered by a female psychologist
Integrable			Provision of a help desk for the working mothers involved in the project.

OR4. Social Equity			
AMT / TAI	Approaches	Methods	Tools
Transferable	Equal opportunities for men and women, and social support systems and services to ensure the availability of childcare		
Adaptable			Use of regulatory and contractual tools regarding flexibility
Integrable		Harmonization between time spent at home and at work	

OR9. Networking / partnership			
AMT / TAI	Approaches	Methods	Tools
Transferable	Collaboration between public and private bodies and sharing of best practices	Discussions between companies	
Integrable			Involvement of other cooperatives and sharing of best practices

OR10. Participation			
AMT / TAI	Approaches	Methods	Tools
Transferable	Raising awareness of policies of social inclusion, social responsibility and sustainable development.		
Adaptable			Formation of an external monitoring committee and a technical/operative committee, composed of various internal representatives of the cooperative and external parties, tasked with monitoring and assessing the project.

Practice Title	IMPRESE DI DONNE...CONTINUANO
Place and date	Arezzo, Italy, 2005-2006
Partners involved	Provincia di Arezzo, Consigliera di Parità provinciale
Contact person	Alessandra Nocciolini, Assessorato alle Pari Opportunità, Provincia di Arezzo
Beneficiaries	Women entrepreneurs
Main problems	Women entrepreneurs meet with more difficulties in the access to private financing ; a stereotyped vision thinking that women are not technology friends
Main solutions	A public financing under presentation of projects for communication and innovation activities by women entrepreneurs (advertisement, communication, e-commerce...)

OR2. Economy			
AMT / TAI	Approaches	Methods	Tools
Transferable	Active labour market policies to enable women to enter or remain to employment	To support women's entrepreneurship	
Adaptable			A public co-financing for projects presented by women's companies

OR3. Socio-culture			
AMT / TAI	Approaches	Methods	Tools
Transferable	Abatement of gender barriers and stereotypes; reduction of unemployed people; increase in people participation in the labour market	To fight against the stereotype claiming that women are not able to deal with technology	The co-financed projects concern innovation, work organisation, adoption of new technologies such as e-commerce

OR5. Inter-local Equity			
AMT / TAI	Approaches	Methods	Tools
Transferable	Dissemination of connecting high technology systems to facilitate economic exchanges	To encourage women's companies in the adoption of new technologies	

Practice Title	LIBERATEMPO
Place and date	Arezzo, Italy, 2004-2005
Partners involved	Associazione Donne Insieme, Provincia di Arezzo
Contact person	Angela Grotti, Associazione Donne Insieme
Beneficiaries	Employees of Provincia di Arezzo ; women who have difficult access to the job market (migrants etc.)
Main problems	Work & life balance problems for the employees of Provincia di Arezzo ; problems in entering or re-entering the job market for women in difficult situations
Main solutions	Associazione Donne Insieme offers services such as ironing of linen and tailoring/mending of clothes to the employees of Provincia di Arezzo, with collection and delivery twice a week on workplace by using a small van bought thanks to the contribution of a local bank. Employees are saved from a time-consuming activity (linen ironing) while women of the Association have the opportunity of bringing along a small business (or to be trained for future jobs outside the project). Old clothes are also mended or transformed for re-use

OR1. Environment			
AMT / TAI	Approaches	Methods	Tools
Transferable	Re-utilisation and re-cycling of products		
Integrable		To avoid the waste of clothes	Tailoring/mending of clothes to be sold again

OR2. Economy			
AMT / TAI	Approaches	Methods	Tools
Transferable	Accessibility to goods, services, people and places lessening the environmental, social and health costs		
Adaptable		A project for “ saving time to live” to be spent otherwise for workers and for “giving time to live” to those who are looking for a job	An innovative service of work & life balance

OR3. Socio-culture			
AMT / TAI	Approaches	Methods	Tools
Transferable	Reduction in intimidation and discrimination against women; increase in people participation in the labour market		
Adaptable		A “smooth” way for re-entering the job market for women in particularly difficult situations (migrants, victims of violence etc who are lodged in “social reception” houses)	A more flexible and “step-by-step” kind of work and training for women who find it difficult to follow standard jobs or training courses

OR4. Social Equity			
AMT / TAI	Approaches	Methods	Tools
Transferable	Equal opportunities between men and women; pro-active measures to prevent life crises and risks of social exclusion while helping the most vulnerable persons; reconciliation between working and non-working life		
Adaptable		A project to enable women entering or re-entering the job market and at the same time to help work and life balance	“light services” such as ironing and tailoring made by women who need non-standard ways for approaching the job market

OR5. Inter-local Equity			
AMT / TAI	Approaches	Methods	Tools
Transferable	Fair and solidarity relationships between different local communities		
Adaptable		Migrant women helping Italian women in work&life balance while promoting their own life support	The ironing and tailoring gives value to traditional women's know-how and it is accessible even to women who for different reasons (low education levels, family needs, religious traditions) meet with more difficulties in the standard job market

OR8. Subsidiarity			
AMT / TAI	Approaches	Methods	Tools
Transferable	Involvement of civil society in service delivery		
Adaptable		Integrating various kinds of social needs	The project wants to give a “ social answer” to a problem traditionally delegated to women inside the families

OR9. Networking / partnership			
AMT / TAI	Approaches	Methods	Tools
Transferable	Collaboration between public, private and social sectors in employment and social services		
Adaptable		A project managed by a volunteer association and co-financed by public/private actors, born by a diffuse sensitisation and dissemination about a political strategy (to raise attention on the work&life balance issue)	A less bureaucratic, less rigid way of offering training to women and helping them re-entering the job market or the standard training courses

OR10. Participation			
AMT / TAI	Approaches	Methods	Tools
Transferable	Increase in awareness on policies for labour and social inclusion; involvement of the stakeholders since the early beginning in the analysis of problems		
Adaptable		To involve beneficiaries in the analysis of their own needs	A questionnaire on their needs in term of work&life balance was distributed to the employees of the Provincia di Arezzo to verify their interest in the services proposed by the project

Practice Title	MAGAP EMPLEO - EQUAL PROJECT
Place and date	Región of Murcia, Spain, 01/03/05- 31/12/2007
Partners involved	Ayuntamientos de Puerto Lumbreras, Cieza y Totana, Albant & Inedit, S.L., Fundación Universidad Empresa de la Región de Murcia e Instituto de la Mujer de la Región de Murcia, y las Asociaciones: Asociación Local de Amas de Casa y de consumidores y Usuarios de Peñas Blancas, La Asociación para el Progreso de la Mujer del Esparragal; Asociación para el Progreso de la Mujer de Puerto Lumbreras y Asociación de Discapacitados El Castillo.
Contact person	Maribel García González, Centro De Desarrollo Local – Local Development Centre, Las Casicas, s/n. 30890 Puerto Lumbreras (Murcia), Tel, fax: 968 40 27 84; email: magap@puertolumbreras.es Esther Egea Millán Ayto. de Puerto Lumbreras, Plaza de la Constitución , 2. Puerto Lumbreras (Murcia), Tel: 968402013 e-mail: puertolumbreras@centrosdeempleomurcia.net
Beneficiaries	Disadvantaged groups (women, young people no skilled, people over 45 years old, disabled people and immigrants) from the municipalities of Puerto Lumbreras, Cieza and Totana.
Main problems	Inequality and/or discrimination against these groups of disabled people in connection with the professional market on the performance sector or territory.
Main solutions	Socioeconomic and socio-labour studies in order to know the most required profiles in these municipalities and to guide them in the professional market to these profiles at the same time. This way gives solution to some economic sectors which don't grow because there are not enough skilled personal and to these disadvantaged groups with professional insertion problems. Positive discrimination and inequality elimination in employment and learning policies in general, as well as the owns administrative and politic structures.

OR1. Environment			
AMT / TAI	Approaches	Methods	Tools
Transferable	Environmental awareness.		
Adaptable		Technical capacity improvement of these beneficiaries groups in this sector. Incorporation of environmental measures in setting up enterprises.	
Integrable			Transversal module in the training programme of the courses developed within the project.

OR2. Economy			
AMT / TAI	Approaches	Methods	Tools
Transferable	To know the “state of art” in order to design and implement the rest of project activities. Access to employment services.	Direct labour intermediation with companies.	
Adaptable	Support to the beneficiaries groups in setting up companies.	Personalized vocational guidance. Self – employment guidance.	Solidarity occupational observatory: Socioeconomic study at a municipal level Strategic plan of the sector. Companies data base. Guidance and self employment service.
Integrable			Models of documents for searching employment. Technical learning in looking for employment. Training material on self – employment. Setting up companies tutorial.

OR3. Socio-culture			
AMT / TAI	Approaches	Methods	Tools
Transferable	To know the socio-labour position of the beneficiaries groups.	Beneficiaries groups socio-labour study.	New courses on ITC.
Adaptable		Training Programme.	Secondary sources analysis and primary sources preparation. Practices in companies.
Integrable	Reinforce the process of professional insertion and approach to the working world and ITC.		Discussion groups, interviews and publication of the studies. E-learning.

OR4. Social Equity			
AMT / TAI	Approaches	Methods	Tools
Transferable	Fostering the incorporation of the equity policies. Implementation of Gender Mainstreaming to eliminate gender discrimination. Awareness-Dissemination.	Design of a working methodology to implement Technical Office of Equity. Different campaigns about opportunities equity (professional equality of women, political female models, capacity of disabled persons, etc.).	Technical Office of Equity.
Adaptable		Training sessions in gender mainstreaming to politicians and technical workers of the local public administration.	Guide to implement mainstreaming in the public administration.
Integrable		Qualitative and quantitative research about the posts held by women in politic and administration organs of the Local Administration and companies.	Interviews, samples, workshop and publication of studies. Training materials. Seminars, meetings and panels.

OR5. Inter-local Equity			
AMT / TAI	Approaches	Methods	Tools
Adaptable		Co-ordinated working system and common methodologies to be implemented in the three local case studies involved in the project.	
Integrable	Achieve the opportunities equity of coordinated way in a inter-local context (among the three case studies involved in the project)		

OR8. Subsidiarity			
AMT / TAI	Approaches	Methods	Tools
Transferable	Setting up the importance of the existence of social services to improve employability level of certain groups of populations, specially for women.	Management of proximity services like home care for families and for the elderly and day care for young children.	

OR9. Networking / partnership			
AMT / TAI	Approaches	Methods	Tools
Transferable	Cooperation among partners / target groups.		
Adaptable		Joint programming and planning of training activities.	Networks of beneficiaries groups. Network for the development of business initiatives. Political women network.

OR10. Participation			
AMT / TAI	Approaches	Methods	Tools
Transferable	Dissemination of the project results to spread good practices to other territories, specially in the field of employment and gender management.	Each partner involved in the project has participated in the management team in order to show their own interest and experience in order to design methods and products of common interest.	Guide of good practices within the project.
Adaptable			Project website CD with the project final results.
Integrable	Participation from the beginning of the project of the beneficiaries associations in the project.		

Practice Title	PROGETTO PER LA CONOSCENZA,DIFFUSIONE E SENSIBILIZZAZIONE SULLA LEGGE 53/2000
Place and date	Arezzo , Italy, from 2003 on
Partners involved	Provincia di Arezzo,Consigliera di Parità provinciale
Contact person	Alessandra Nocciolini, Centro Pari Opportunità, Provincia di Arezzo
Beneficiaries	Enterprises, workers, public authorities, general public
Main problems	The work and life balance issue is still not enough generally known
Main solutions	A big project for calling the attention on the subject and stimulating reflections and actions on its three main areas of interest : workplaces (a manual of good practices and of instructions for acceding to a specific government fund under Law N.53/2000 ; a national seminar; a stable working group with trade unions and support bodies); ,society/schools (a sensitisation campaign about a more equal division of care activities between men and women) and local public institutions (a research on the knowledge and approach about work&life balance of municipalities in the Provincia di Arezzo) .

OR2. Economy

AMT / TAI	Approaches	Methods	Tools
Transferable	Active labour market policies to enable women to enter, remain in or return to employment	A different approach to work organisation	Actions of sensitisation about work & life balance as a new tool to foster economic development

OR3. Socio-culture

AMT / TAI	Approaches	Methods	Tools
Transferable	Abatement of gender barriers and stereotypes in employment policies; increase in people participation in the labour market; increase in people literacy and education		

OR3. Socio-culture			
AMT / TAI	Approaches	Methods	Tools
Adaptable			A permanent working group for workplace field ; training courses and experimentations in schools about stereotypes and the equal co-division of care activities ; qualitative research with municipalities about their knowledge on work&life balance issues
Integrable		Parallel and contemporary actions on three areas : workplaces, school/society, public institutions	

OR4. Social Equity			
AMT / TAI	Approaches	Methods	Tools
Transferable	Equal opportunities between men and women; increase in the proportion of women in decision-making processes; reconciliation between working and non-working life supported by a more suitable organisation of time		
Adaptable		A step-by step work of sensitisation and information centred in the workplace	A national seminar of presentation and discussion of good practices of work&life balance ; a training day for companies to help them present projects of work&life balance to be financed by Italian Law n.53/2000 ; a manual to teach companies how to deal with work&life balance

OR8. Subsidiarity			
AMT / TAI	Approaches	Methods	Tools
Transferable	Integration of top-down and bottom-up approaches in streamlined decision making processes	To involve stakeholders in the actions to be brought along by the project	
Adaptable			A permanent working group with trade unions and trade associations ; a working group activated before and after the experimentation on schools

OR9. Networking / partnership			
AMT / TAI	Approaches	Methods	Tools
Transferable	Alliances and collaboration between public, private and social sectors; exchange of experiences and good practices	A permanent collaboration regarding the work&life balance issues	
Adaptable			Signing of an official agreement of collaboration between Provincia di Arezzo and the local trade unions and associations

OR10. Participation			
AMT / TAI	Approaches	Methods	Tools
Transferable	Increase in awareness on policies for age and gender management, labour and social inclusion; involvement of the stakeholders since the early beginning in the analysis of territorial and corporate problems and in the elaboration of adequate solutions	Involvement of stakeholders, sensitisation to general public	
Adaptable			A permanent working group ; public seminars to illustrate the various phases of the project; meetings restricted to particular categories of stakeholders (public authorities)

Practice Title	PROXIMITAS PLUS
Place and date	Province of A Coruña , Spain, 90 municipalities of less than 50000 inhabitants, from 1/01/2006 to 31/12/2007.
Partners involved	Deputación da Coruña, European Union, European Social Fund.
Contact person	Delegation of A Coruña. Planification, Territorial Development and EU Service. No.2 Alférez Provisional Av., A Coruña, 15006, Telf. 981183331 Fax 981183354; Proximitasplus@dicoruna.es
Beneficiaries	Unemployed groups with higher rates of unemployment: <ul style="list-style-type: none"> • Women . • Population below 25 years of age with limited levels of studies. • Immigrants. • Returned emigrants . • Population above 45 years of age. • Long-term unemployed people . • Disabled people.
Main problems	High number of long-term unemployed people. Difficulties for finding a job – women, immigrants, population above 45 years of age.
Main solutions	Opportunities to enter the labour market. Personal attention services supply, specially in the rural municipalities of the province, through a better qualification of the employees. Social and labour integration of those groups with special problems and at risk of social exclusion. It takes advantage of the concrete characteristics of the territory and the opportunities of local development, through the active participation of the local entities.

OR1. Environment			
AMT / TAI	Approaches	Methods	Tools
Transferable	Dissemination of knowledge on environmental issues.		
Adaptable		Specific training on environmental issues.	3 courses: forest guard, renewable energies, maintenance of green areas.

OR2. Economy			
AMT / TAI	Approaches	Methods	Tools
Transferable	Improving access to the labour market.		Socioeconomic observatory.
Adaptable		Access to information and training. Support to entrepreneurs.	Thematic guide on proximity services. Courses. Labour advising service. SAL (servicio de acompañamiento laboral): labour support service.
Integrable			Workshops.

OR3. Socio-culture			
AMT / TAI	Approaches	Methods	Tools
Transferable	Reduction of unemployment. Increase in people participation in the labour market. Increase in education. Dissemination of knowledge on environmental issues.	Specific training.	
Adaptable		Customised monitoring.	Labour advising service. Courses (8 different ones)
Integrable			Data base of entrepreneurial ideas. Practice in companies. Ability and motivation workshops.

OR4. Social Equity			
AMT / TAI	Approaches	Methods	Tools
Transferable	Labour and social integration of groups with special problems at risk of social exclusion.	Labour advising, together with the different specific training programs.	
Adaptable	Improve personal attention services.		Labour advising service. Thematic guide of proximity services. Personalized itinerary of insertion.
Integrable			Specific training. Motivation and social abilities workshops.

OR5. Inter-local Equity			
AMT / TAI	Approaches	Methods	Tools
Transferable	Balanced inter-local development.		
Adaptable	Improve personal attention services, with special attention to rural municipalities.	Integral itinerary.	Courses and practices in different councils.

OR7. Diversity			
AMT / TAI	Approaches	Methods	Tools
Transferable	Training people in different subjects.		
Adaptable	Regarding different backgrounds and needs in 90 municipalities. Making profit of territorial characteristics.	Multi-skill training.	
Integrable			Workshops. Courses. Individual guidance.

OR9. Networking / partnership			
AMT / TAI	Approaches	Methods	Tools
Adaptable	Cooperation of the different city councils.	Sharing training programs and advising services.	Courses and practices in companies of the sector.

OR10. Participation			
AMT / TAI	Approaches	Methods	Tools
Transferable	Active participation of local entities.	Analysis of territorial labour problems. Monitoring the entrepreneurial and labour reality.	
Adaptable	Participation of different city councils within the province of A Coruña.		
Integrable			Joint monitoring and evaluation plan.

Practice Title	RED DE CENTROS LOCALES DE EMPLEO
Place and date	Región de Murcia, Spain, 01/01/2000 – 31/12/2006
Partners involved	Instituto de la Mujer e Instituto de la Juventud de la Región de Murcia; cofinanced by European Social Found and managed among all the municipalities of the Region of Murcia.
Contact person	Paloma Recio, Pedro Vivancos Oliver, Av. Infante D. Juan Manuel, 14, 2a pl. 30011-Murcia Tel: 968/357263, 968/357253, Fax: 968 35 72 79 Web: www.clermurcia.net ; e-mail: Pedro.Vivancos@carm.es
Beneficiaries	Women and young people under 30 years old of the Region of Murcia.
Main problems	Difficulty for employment searching, for setting up new companies by disadvantaged groups; as well as young disorientation for the continuous learning, etc
Main solutions	Creation of a coordinated network of all local employment centres with headquarters in all municipalities of the Region of Murcia to offer coordinated services of professional orientation, self - employment, setting up enterprises, training programmes, etc.

OR2. Economy			
AMT / TAI	Approaches	Methods	Tools
Transferable	Access to employment services. Promote the business initiative of the young people, accompaniment and orientation in setting up companies.	Establishment of individual itineraries of professional insertion.	Training seminars for setting up companies.
Adaptable		Personalized attention, juridical and fiscal advising through a service of self - employment support and orientation. Specific programmes.	Data bases with a employment offers. Professional experience in foreign companies. Professional training addressed to young people between 18 and 30 years old.
Integrable			Network of employment local centres, web page, training for employment searching, CV's edition, covering letters, etc.

OR3. Socio-culture			
AMT / TAI	Approaches	Methods	Tools
Transferable	Adaptation of the training methodologies.	Create and manage a documentary resources centre. Training programmes for women who come to this service as well as training for trainers. Socio - labour study of the beneficiaries groups.	
Adaptable			Training materials. Handbooks and training courses.
Integrable	Facilitate the access to users of the required information and documentation.		

OR4. Social Equity			
AMT / TAI	Approaches	Methods	Tools
Transferable	Promotion of professional insertion. Awareness – Dissemination.		
Adaptable		Improving the competences of the young people and women for their incorporation to the labour market. Awareness of population and stakeholders, specially of business men about the difficulties of these collectives in order to access to the labour market.	Action plans.
Integrable		Dissemination of all interesting topics for disadvantaged groups.	Seminars, conferences, forums, panels, leaflets. Web Platform.

OR5. Inter-local Equity			
AMT / TAI	Approaches	Methods	Tools
Transferable	To support the access to labour market of women and young people, acting in a coordinated way in the 44 different local employment centres.		Quantitative and qualitative studies.
Adaptable		Analysis of achieved results in each local centre of the Region.	

OR8. Subsidiarity			
AMT / TAI	Approaches	Methods	Tools
Transferable	All 44 local employment centres works and design methodologies in a coordinated way.		
Adaptable			Intranet.
Integrable			

OR9. Networking / partnership			
AMT / TAI	Approaches	Methods	Tools
Transferable	Promote the collaboration networks among stakeholders, politicians and economists.	Transfer of result to guarantee the continuity of the professional insertion.	
Integrable	Foster the communication among partners.		Contact, interaction y enrichment through experience, information and debate exchange. Intranet.

OR10. Participation			
AMT / TAI	Approaches	Methods	Tools
Transferable		The participants suggest coordinated actions that are taken into account in the Local Employment Centres.	
Adaptable			Web Platform for the access, management and diffusion of the project information and documentation.
Integrable	Citizens participation, associations and entities in the process of professional insertion in the Region of Murcia.		Round tables, debates, etc.

Practice Title	RICOMINCIO DA 45
Place and date	Piemonte Region, Italy, 2005 - 2007
Partners involved	Tecnorete Piemonte ; Poliedra Progetti Integrati Spa;Ing.Loro Piana & C.SpA;Fondazione Adecco per le Pari Opportunità Onlus;Moores Rowland Consulenti di Direzione srl;Consorzio Handling Delivery Logistic Srl; Alliages (French project)
Contact person	Project Manager Ing. Paola Bazzoni bazzoni.tecnorete@finpiemonte.it Secretary: Isabella Agagliati tecnorete@finpiemonte.it Tecnorete Piemonte scarl - Galleria San Federico 54 - 10121 Torino (Italy) Tel. +39 011 5717711 Fax. +39 011 545759 www.tecnorete-piemonte.it
Beneficiaries	12 enterprises and 70 over 45 years old workers
Main problems	Under-representation (in terms of quantity and quality)and discrimination of over-45 years old workers in the labour market
Main solutions	To develop new models of human resources management studies in particular for over-45 years old workers

OR2. Economy			
AMT / TAI	Approaches	Methods	Tools
Transferable	To study a different model of post-fordist economy with the aim of facing the challenge of an increasing presence of over-45 years old workers in the job market		
Adaptable		To approach a sample of enterprises and workers in a two-years programme	
Integrable			Actions involving directly enterprises and workers finalised to the construction of a “tool kit” for over-45 years old workers

OR3. Socio-culture			
AMT / TAI	Approaches	Methods	Tools
Transferable	To fight against the discrimination actually met with by over 45-years old workers		
Adaptable		A new model of human resources management directed in particular to over 45-years old workers	Diagnostic interventions in the enterprises to understand the situation and needs of older workers and elaborate new solutions to balance them with the enterprise' needs

OR4. Social Equity			
AMT / TAI	Approaches	Methods	Tools
Transferable	To highlight the current and future trends of workforce: people will have to work until 65 years because of the reform in the pension system and that there are no youngest enough to take the place of the retiring baby boomers, unless involving a much greater number of immigrants than what could possibly be accepted without dangerous social tensions	To call the attention of enterprises, stakeholders and general public on the older workers issue	
Integrable			In-house work with enterprises ; public seminars during and at the end of the project

OR6. Inter-generational Equity			
AMT / TAI	Approaches	Methods	Tools
Transferable	To give value to the competences of older people and facilitate their transfer to younger ones; to dismantle the prejudice of older people not being able to learn new things		
Adaptable		SWOT analysis of the position of older workers in their enterprises leading to the assessment of their actual competences as well as of their needs in terms of training	
Integrable			Creation of mixed working groups (with older and younger workers)

OR7. Diversity			
AMT / TAI	Approaches	Methods	Tools
Transferable	To give value to diversity and overcome the still rigid work organization	To call the enterprises' attention on human resources as a factor of their competitiveness in the market	New work organisation taking in consideration work & life balance and the specific needs of older workers (ergonomics, wear and tear of some jobs etc.)

OR9. Networking / partnership			
AMT / TAI	Approaches	Methods	Tools
Transferable	The importance of involving a network of public and private partners	To involve in the project different kinds of enterprise (different sectors, different dimensions)	
Adaptable			Tool kit valid for different situations of older workers

OR10. Participation			
AMT / TAI	Approaches	Methods	Tools
Transferable	New models of work organizations must be studied together with those who will implement them	Plan of actions studied together with the enterprises and workers involved	
Adaptable			Learning organisation techniques

Practice Title	SAW - Seniors and Workplaces
Place and date	Rome , Italy November 2004 (end of October 2006)
Partners involved	Italy, Denmark, Spain, Ireland and Poland
Contact person	Exa Team Soc. Coop.a.r.l Viale Etiopia, 18 - 00199 Roma tel. 06-8602489, fax 06-8601098 info@exateam.it
Beneficiaries	Institutions, companies, and elderly workers with a low level of education
Principal problems	Ageing of the workforce
Principal solutions	Raising awareness of the professional potential of elderly workers, focusing in particular on the most vulnerable categories of the employment market (elderly women with few qualifications/little schooling).

OR2. Economy			
AMT / TAI	Approaches	Methods	Tools
Transferable		Raising awareness of the potential of elderly workers	Courses for motivating elderly workers to work
Adaptable			Courses for motivating elderly workers to work
Integrable			Access to training for companies

OR3. Socio-culture			
AMT / TAI	Approaches	Methods	Tools
Transferable	Increasing the availability of human resources during the life cycle of the entire population	Encouraging older workers to stay at work, and helping elderly unemployed people to return to work.	Analysis of the local situation
Adaptable			Analysis of the local situation

OR4. Social Equity			
AMT / TAI	Approaches	Methods	Tools
Transferable		Encouraging older workers to stay at work, and helping elderly unemployed people to return to work.	

OR9. Networking / partnership			
AMT / TAI	Approaches	Methods	Tools
Transferable	Alliances and collaboration between the public and private sectors		
Adaptable		Experimenting with best practice models and implementing models of change in the employment market	
Integrable	Alliances and collaboration between the public and private sectors		

OR10. Participation			
AMT / TAI	Approaches	Methods	Tools
Transferable	Involving local operators in analyzing local problems and working out solutions		
Adaptable			Analyzing the situation for each partner in the local employment market, on a micro and macro scale, and exchanging best practices between the partners
Integrable	Involving local operators in analyzing local problems and working out solutions		

Practice Title	T.R.O.U.S.S.E. Tools to encourage training and employment for women
Place and date	Rimini, Italy, 2004
Partners involved	Nuovo Cescot Emilia Romagna
Contact person	Cristina Sciacca, Nuovo Cescot Emilia Romagna, Via don Bedetti 46, tel. (+39) 051 638 0350
Beneficiaries	Women wishing to return to the world of work, young women with medium/high levels of education, young women with medium-low levels of education
Principal problems	This is the context in which Trousse functions, as an “ecologically sustainable” training project, aimed, in other words, at recovering and, only then, developing that wealth of personal resources that all women tap into when performing in family, working and professional situations.
Principal solutions	The project proposes to arrange a set of tools for training and career orientation, tailor-made for each of the participants as a kind of individual plan of growth and personal and professional development.

OR2. Economy			
AMT / TAI	Approaches	Methods	Tools
Transferable	Active policies on work to encourage training and employment for women.		Research into the field to create a “map of the skills” that local companies look for.
Integrable	Active policies on work to encourage training and employment for women.		

OR3. Socio-culture			
AMT / TAI	Approaches	Methods	Tools
Transferable		Testing the project on a group of female workers	Work placements for training and career orientation for those wishing to gain experience and knowledge and/or training in the world of work.
Integrable	Increasing levels of employment and vocational training among women.		

OR4. Social Equity			
AMT / TAI	Approaches	Methods	Tools
Transferable		Developing professional skills.	
Adaptable			Creation of a “trousse” or “beauty case” containing the skills required by the employment market.

OR8. Subsidiarity			
AMT / TAI	Approaches	Methods	Tools
Integrable	Strengthening local communities		Informative and experimental initiatives through training placements.

OR9. Networking / partnership			
AMT / TAI	Approaches	Methods	Tools
Transferable	Creation of social networks and partnerships between public and private bodies		

OR10. Participation			
AMT / TAI	Approaches	Methods	Tools
Transferable	Involvement of participants, from analyzing the problems to finding solutions		
Adaptable		Direct involvement of local institutions and companies in decision-making processes	
Integrable		Direct involvement of local institutions and companies in decision-making processes	Research into the field to create a “map of the skills” that local companies look for.

Practice Title	V.I.S.P.O., Sustainable Living is Possible
Place and date	Piacenza, Italy September 2005 – November 2006
Partners involved	Provincial Authority of Piacenza (promoter), all the town and district councils of the Province, schools, various associations, private companies and others.
Contact person	Paolo Lega, Amministrazione Provinciale di Piacenza Via Garibaldi, 50 - 29100 Piacenza tel. 0523/795369, mail: paolo.lega@provincia.pc.it
Beneficiaries	Citizens and families
Principal problems	Rise in pollution levels in the Piacenza area. Lack of attention to the environment or cultivation of a “sustainable” lifestyle.
Principal solutions	Promoting individual and collective actions based on the principles of “sustainability” (Agenda 21), through the exchange of reports on balanced use of environmental resources and the protection of social equity, weaker groups and gender equality.

OR1. Environment			
AMT / TAI	Approaches	Methods	Tools
Transferable	Promoting a culture of environmental sustainability (saving energy and water, waste disposal, sustainable mobility....).		Periodic council meetings, exchange of information and ideas between the project’s beneficiaries and coordinators
Adaptable		Environmental education through a voluntary “game”	
Integrable			Periodic council meetings, exchange of information and ideas between the project’s beneficiaries and coordinators

OR2. Economy			
AMT / TAI	Approaches	Methods	Tools
Integrable	Promoting a culture of responsible consumption and ethical finances.	Cultivation of a considerate economy and ethical finances	Periodic council meetings, exchange of information and ideas between the project’s beneficiaries and coordinators.

OR3. Socio-culture			
AMT / TAI	Approaches	Methods	Tools
Adaptable			Periodic council meetings, exchange of information and ideas between the project's beneficiaries and coordinators
Integrable		Cultivation of gender equality and fairness	

OR4. Social Equity			
AMT / TAI	Approaches	Methods	Tools
Integrable	Promoting a culture of gender equality and fairness:		Meetings where participants undertake to change at least one aspect of their lifestyles.

OR5. Inter-local Equity			
AMT / TAI	Approaches	Methods	Tools
Transferable	Solidarity and mutual support in relationships between different local communities		Exchange Groups' meetings

OR9. Networking / partnership			
AMT / TAI	Approaches	Methods	Tools
Transferable	Creation of networks and partnerships between public and private bodies.		

OR10. Participation			
AMT / TAI	Approaches	Methods	Tools
Transferable	Increase in active participation by citizens in decision-making and administrative processes affecting their own local areas.		
Adaptable			Periodic council meetings, exchange of information and ideas between the project's beneficiaries and coordinators
Integrable			Active participation by citizens through meetings and forums for discussion and exchange of ideas.

Practice Title	WOMEN, HEALTH AND WORK
Place and date	Piacenza, Italy 2003
Partners involved	The Provincial Authority of Piacenza, ASL (Local Health Service), Schools, the Piacenza environment and work association and Equality Councillor
Contact person	Giovanni Lombardi (local health public agency), Paola Baldini and Raffaella Monica (provincial public authority) of Piacenza P.le Marconi – Borgofaxhall, 29100 Piacenza oml.monica@provincia.pc.it ; paola.baldini@provincia.pc.it
Beneficiaries	Male and female workers in the Piacenza area
Principal problems	Reproductive health risks and problems in the workplace.
Principal solutions	Raising awareness among workers, both male and female, of effective methods for preventing risks to reproductive health, and providing suitable tools to benefit workers' health. In addition, helping to encourage awareness of gender in policies of prevention in the workplace.

OR1. Environment			
AMT / TAI	Approaches	Methods	Tools
Transferable	Promoting a culture of health protection in the workplace		Information techniques (booklet) and education through courses and meetings with experts.
Adaptable		Advertising and research campaign.	
Integrable			Information techniques (booklet) and education through courses and meetings with experts.

OR2. Economy			
AMT / TAI	Approaches	Methods	Tools
Transferable			Production and distribution of booklet to inform the public; meetings with groups of users

OR3. Socio-culture			
AMT / TAI	Approaches	Methods	Tools
Transferable		Research to analyse the situation	
Integrable			Meetings with groups of users and social operators in order to analyze the situation in question

OR4. Social Equity			
AMT / TAI	Approaches	Methods	Tools
Transferable			Training course for 80 female workers on health and safety protection standards.
Integrable	Promoting a culture of health protection in the workplace		

OR6. Inter-generational Equity			
AMT / TAI	Approaches	Methods	Tools
Transferable		Promoting a culture of equal opportunities through knowledge of the risks to women's reproductive and psycho-physical health	
Integrable	Encouraging equal opportunities between generations, without discrimination		

OR9. Networking / partnership			
AMT / TAI	Approaches	Methods	Tools
Integrable		Discussion between companies and other local stakeholders	

OR10. Participation			
AMT / TAI	Approaches	Methods	Tools
Integrable			Participation by affected parties in the informative course proposed by the project on various levels

Practice Title	WORK PLACEMENTS FOR TRAINING AND CAREER ORIENTATION
Place and date	Piacenza, Italy 2005
Partners involved	The Provincial Authority's Equality Councillor and employment market service
Contact person	Rosa Maria Susani, Consigliera Provinciale di Parità (Provincial Equality Counsellor of the Piacenza Province) P.le Marconi – Borgofaxhall, 29100 Piacenza tel. 0523/795551, mail: consigliera.parita@provincia.pc.it
Beneficiaries	Different categories of women in difficulty in the world of work (mobility workers, long-term unemployed, people in social discomfort, non-EC immigrants, unemployed or fresh out of school and looking for their first job)
Principal problems	The employment market in Piacenza still suffers from a high rate of female unemployment, especially for adult women with a low level of education.
Principal solutions	Arranging vocational work placements featuring vocational training courses designed to help enter companies.

OR2. Economy			
AMT / TAI	Approaches	Methods	Tools
Transferable	Helping women to enter/return to the employment market.	Finding solutions to encourage employment.	
Adaptable			Work placements for training and career orientation

OR3. Socio-culture			
AMT / TAI	Approaches	Methods	Tools
Transferable	Reducing female unemployment and improving knowledge and skills		Careers advice interviews and informative seminars, both theoretical and practical. Vocational work placements with selected companies.
Adaptable		Analysing the situation and arranging ad hoc solutions.	

OR4. Social Equity			
AMT / TAI	Approaches	Methods	Tools
Transferable			Training courses and courses on entering the world of work for disadvantaged women
Integrable	Increasing equal opportunities between genders and for disadvantaged groups	Developing professional skills	Training courses and courses on entering the world of work for disadvantaged women

OR6. Inter-generational Equity			
AMT / TAI	Approaches	Methods	Tools
Adaptable	Increasing equal opportunities for different generations and cultures	Encouraging different categories of people to enter and become integrated in the world of work	
Integrable			Vocational and career orientation courses set up as and when necessary for the different categories of women in question.

OR9. Networking / partnership			
AMT / TAI	Approaches	Methods	Tools
Transferable		Collaboration between different decision-making levels	
Adaptable	Improving partnerships between public and private bodies		
Integrable			Vocational work placements involve public employment services and private sector companies, which means that collaborative relationships are developed with a view to further employment initiatives.