



Presidenza del Consiglio dei Ministri
Dipartimento per i Diritti e le Pari Opportunità

Gender Mainstreaming and Female Participation within Local Development Processes

Best Practice Catalogue
for the International Project
W. In D.
Women in Development



WOMEN
IN DEVELOPMENT



“With the support of the European Union - Programme concerning the Community framework strategy on gender equality (2001-2005)”

Gender Mainstreaming and Female Participation within Local Development Processes



Istituto per la Ricerca Sociale



Best Practices Catalogue
for the International Project
W. In D.
Women in Development



With support from the European Community – Programme relating to the Community Framework Strategy on Gender Equality (2001-2005). The information contained in this publication (or in other materials) does not necessarily reflect the position or opinion of the European Commission.

Best practice catalogue for the
Italian Presidency of the Council of Ministers,
Department for Rights and Equal Opportunities

Not to be quoted without permission

September 2007

Edited by

Italy: Davide Barbieri
Barbara Bittarelli
Flavia Pesce

Malta: Sina Bugeja
Doriana Bezzina
Therese Spiteri
Silvan Agus

Scotland: Laura Polverari
Rona Michie

Spain: Eva Alfama
Imma Quintana

Other EU Countries: Silvia Beltrametti
Nicoletta Torchio

TABLE OF CONTENTS

Preface	V
1. Introduction	1
1.1 General description and methodology	1
1.2 Comparing Best Practices	2
Italy	
The promotion of Gender Equality in Local Development Processes: the Italian case	
Summary of the Case Study	11
1. The socio-economic context	11
2. Institutions and regulations	12
3. Local Development and Gender: some "best practices" that intersect on those topics	14
4. Scenarios and perspectives	15
Best Practice Italy	17
Malta	
The Promotion of Gender Equality Particularly in Local Development in Malta	
Summary of the Case Study	71
Best Practice Malta	75

Scotland

Gender Equality in Local Economic Development in Scotland

Summary of the Case Study	97
1. The Equality Issue in Scotland	97
2. Economic and Local Development in Scotland	98
3. Local Development and Gender in Scotland	98
4. Analysis of Best Practices	99
5. Future scenarios, roles of institutions at different levels and policy gaps	102
6. Conclusions	103
Best Practice Scotland	105

Spain

Gender Equality in Local Development in Spain - Summary of the Case Study	119
1. The socio-economic and political context	119
2. Gender Local Development policies in Spain	121
3. Analysis of Best Practices	122
4. Scenarios and perspectives. The role of each actor	122
Best Practice Spain	125
Appendix	150

Other EU Countries

Best Practice	157
---------------	-----

Preface

Local development processes are not neutral from a gender point of view. There is now some interesting theoretical and empirical evidence of a strong correlation between Local Development and Gender Equal Opportunities.

Numerous studies that have been carried out highlight the strong correlation between economic growth and female presence in the labour market. There are also many studies that emphasize the inefficiency in various contexts where discrimination and segregation hinder a better use of the resources to re-launch competitiveness of the local systems through men' as well as women' skills.

These correlations most certainly have two implications:

- (a) Equal opportunities improve local development;
- (b) Local development improves the female position in local contexts.

Such a hypotheses is not based, obviously, on an ethical principle (which would also have its relevancy), but on evidence of a very precise socio-economic nature. The literature leaves little doubt regarding the growing role of women in socio-economic growth processes, given the clear positive correlation between growth and equal

opportunities in the labour market. The countries with the highest growth rates and the highest levels of pro-capita income, also have the highest female participation in the labour market.

The cause-and-effect direction primarily goes from growth to gender equality since higher levels of development generally lead to higher levels of education, democracy and equality between men and women (Lofstrom, 2001), but there is also a positive relationship between gender equality and socio-economic growth. Greater female participation and employment imply greater current production, but also a greater future growth, because of the effects on the new generations (higher family income, greater investment in human capital and health). According to recent estimates (Olsson, 2000), the growth in participation of women in the labour market would explain, for the 20 years between 1980 and 1999, almost a fifth of the growth of the European GDP against a negative contribution from the male workforces. Even though this data could be an overestimation because of the greater concentration of women in part-time jobs and in sectors of smaller scale production (for example, in Public Administration), in all the European countries, an ever greater share of the wealth produced and social development is incontestably due to the contribution of women.

In a long-term perspective, the benefits to supporting participation in female employment

become clear even in terms of an increase in development levels given that, again from an economic perspective, some virtual circles become grafted and increase efficiency in resource use (Humphries, Rubery et al., 1999; Rubery et al., 1999).

When female employment grows, for example, family incomes grow with a positive impact on the collective demand and tax revenue. Another virtual circle is the tie between the growth in educational levels — and therefore the investment in human capital — and the growth in female participation in training courses. Or, the support of female participation in the labour market makes it possible to reduce the depreciation of investment in female human capital that emerges following an interruption in work activity for problems related to re-conciliation and/or problems of occupational and professional segregation of the female workforce. Again to give another example, the support to participation and female employment through re-conciliation policies insures, in the medium and long-term, adequate conditions for social reproduction, such as, for example those tied to the growth of future generations.

The benefit of Equal opportunity policies is also clear, both in the short and long-term, in the area that is most concerned with social development of a given territory because equality of the productive and reproductive conditions of men and women have a positive impact on the quality of life, increasing women's possibilities of choice-possibilities; risks of poverty for the female population are reduced, working conditions of men and women and, more generally, life conditions are improved.

Support for the participation of women in active working life is therefore a form of investment in the female resource that has side effects for society on the whole and for its various components: there is a parallel improvement in life conditions of men and children. The attempts at analyzing the efficiency of Equal Opportunity

policies conclude that this type of measure can be considered as a true factor in productivity (Rubery et al., 1999).

The female world is a resource for Local Development not only because it contributes to economic growth of the territory and its social reproduction, but also because it promotes and confirms alternative approaches to development. The experiences of micro credit for women enduring extreme conditions of backwardness and poverty in Southern areas of the world, though being distant experiences, are enlightening. In fact, the microcredit institutions recognize these women as carriers of a more valid and effective social promotion than men, finding one of the basic motives for it in their ties with their children and, therefore, with the future generations. Beyond the growth of female awareness, the effects of microcredit are reflected in the most varied environments of social and family life and emphasize women's great attention to the future: from educational and instructional choices of children (that favour education and oppose under-age labour) to planning procreation. Furthermore, the women show themselves to be more careful administrators than men regarding loans, apart from emphasizing, especially in some countries where there is strong pressure to emigrate, that there is less of a propensity to leave the country (Yunus, 2003).

The territorial and local dynamics confront each other with various expectations from the female world related to the configuration of the combination of productive and reproductive roles that women play in a given territory. These elements must be made known (and shared) in order to identify the possible solutions in terms of policy (and the participation of the territory in their definition).

The factors of the socio-economic context — therefore the local dimension — have a special influence in determining the choices and the participational behaviours of women, then of those of men.

If we take for granted the unequal distribution of care roles between men and women as data, it is impossible to ignore the differences in the female condition and problems of re-conciliation that they denote, for example, in urban and rural areas, both in support for participation and in a perspective of support for permanent employment. The elements that differentiate the female condition in the local dimension are related to a myriad of other environmental factors: from the economic vocation of a territory (industrial, tertiary, tourist, agricultural, specialized, etc.), to the cultural and relationship models of the community, from the available resources to redistribute care work, whether institutionalized (infancy services, large companies that more easily adopt reorganization models for work schedules, roots in the third sector and the spread of practices such as Time Banks) or other, (relationships with neighbours and exchange models, family structures and intergenerational solidarity) to policies on times and transport.

It is actually the context's relevancy in designing the terms by which women represent a resource for development that suggests that the local dimension is a resource for Equal Opportunity policies.

In fact, in the first place, like the development policies, the Equal Opportunity policies have a greater probability of meeting the needs for measures in as much as the more they are planned and implemented "close" the population that expresses the need, the better. In the second place, the local dimension facilitates that policy integration process that characterizes the essence of gender mainstreaming. The labour and training policies often have a greater possibility of being planned and implemented in synergy with other policies that support female inclusion in the labour

market, such as care policies (children, the elderly, the infirm), transport policies, scheduling policies and all those measures that have an impact on the quality of life and the safety both of the workplace, and more generally, the territory.

Finally, the Equal Opportunity policies promoted at the local level have greater chances of involving the relevant actors (local authorities, enterprises, civil economy, management and labour, the population). The question of capacity building and mobilization of local stakeholders is furthermore a central element in the implementation of equality policies, and emphasizes the need to promote women in policymaking processes and at all decisional levels (empowerment), whether with the greater involvement of women in the decision-making places or the involvement of equality bodies and other women's organizations. At the same time, the equality organizations should be involved in networking processes both in terms of connection with other local actors as well as connection with other levels of government. This could also take place through "concertation"¹ tables that deal with this issues and/or protocols, for example, in the sphere of Territorial Pacts in order to provide openly for promotion and gender mainstreaming in the choices implemented to foster Local Development (Campbell, 2003).

Unfortunately, although the world of women represents a resource for the territory and the local context, primarily when a medium to long-term perspective is adopted (Rubery, Fagan, 1999), this topic is rarely analyzed in its complexity and multidimensional nature, from the gender point of view. In this framework, a project such as W. In D., promoted by the Dipartimento per i Diritti e le Pari Opportunità (Italian Department for Rights and Equal Opportunities) of the Presidenza del

¹ For "concertation" we intend activities in order to involve main stakeholders and reach consensus on a specific issue.

Consiglio dei Ministri (Presidency of the Council of Ministers), seems important. The project's ambitious objective is, to define methodological steps for verifying the gender policies that contribute to Local development. This means, in other terms, verifying the hypothesis on the negative influence which occurs when the Equal opportunity principle is not applied in the local development of a territory and, vice versa, to which degree the lack of local development limits improvement in the position of women.

The little involvement of women in local development processes, and the minimal attention reserved for the gender principle in those same development policies, continue to be constant in most European countries. The issue is at the center of the *V Program of community action for equal opportunity between men and women* in the framework W. In D. was funded. The project goes from the conviction that it is necessary to promote a strong coordinated action at a European level to support these issues and make the necessary cultural change in order to concretely apply the gender mainstreaming principle in local socio-economic development processes.

The transnational partnership of the project was formed to include various cultural attitudes and various experiences in gender oriented equal opportunity throughout the European Union, as well as different organizational-institutional systems found in the Member Countries. The partnership structure of W. In D. is as follows:

- Promoter with the role of direction and coordination of the project activities:
*Department for Rights and Equal Opportunities
Presidency of the Council of Ministers, Italy*
- Transnational partners:

*European Policies Research Centre (EPRC)
University of Strathclyde, UK*

*Institut de Govern i Polítiques Públiques (IGOP)
University of Barcellona, Spain*

National Commission for the Promotion of Equality (NCPE), Malta

- National partner: *Institute for Social Research (IRS), Italy*

Including Spain and Italy in the project led to the “typical” problems of Mediterranean countries on topics of gender oriented equal opportunity, although they were part of two rather different political institutional contexts, especially in the area of administrative decentralization.

The Maltese partner allowed for a perspective on the experience of a small country that is still dealing with numerous problems in the sphere of equal opportunity. For this reason the recent entry into the European Union represents, at the same time, a challenge and a chance for rapid progress.

The Scottish partner, finally, guarantees the Anglo-Saxon perspective, characterized by a more advanced situation in gender equality terms and therefore working more on a gender mainstreaming approach and on a wider concept of equal opportunities, open to all forms of discrimination.

Through a comparative research action, the project produced an Intervention model and Guidelines for introducing and strengthening the equal opportunity principles in the local development processes. This tool is intended to meet a double need:

- to foster and consolidate local strategies that favour female participation in local development processes in the various local contexts;
- to define an integrated approach for fostering the inclusion of gender mainstreaming in local development processes, shared by all the project partners.

The intervention model was outlined starting with the results of the research and from the

solicitations and needs that emerged in the panels organized in each of the partner countries-with the participation of institutional stakeholders, representatives of the socio-economic partnership, reference people of the best practices analyzed – and represented a first step for the definition of concrete methods and tools for promoting gender mainstreaming as a constituent element in the local development processes, as declined in the Guidelines.

This publication is one of the products of W. In D. listed below:

- Italian case study;
- Scottish case study;
- Spanish case study;
- Maltese case study;
- Final report of the comparative research study “*Strategies and experiences carried out in the local development processes at a European level*”;
- Model and Guidelines: “*Internalizing a Gender Perspective within Local Development Process*”;
- Catalogue of best practices.

*Department for Rights and Equal Opportunities
Italian Presidency of the Council of Ministers, Italy*

IRS - Institute for Social Research, Italy

Bibliography

- Campbell M., *Local Employment Development in the European Union. Acting Together at the Local Level: More and Better Jobs, Better Governance*, Atti del Convegno European Forum on Local Development and Employment, Presidency of the European Union in Rhodes, 16/17 maggio 2003.
- Lofstrom A., *A report on gender equality and economic growth*, http://europa.eu.int/comm/employment_social/equ_opp/information_en.html#emp, 2001.
- Olsson H., *Social Security, Gender Equality and Economic Growth*, mimeo, 2000.
- Rubery J., Fagan C., Smith M., *Women's Employment in Europe. Trends and Prospects*, Routledge, London, 1999.
- Humphries J., Rubery J., Fagan C., Grimshaw D., Smith M., *Equal Opportunities as a Productive Factor, Study for the Policy and Perspective Group of DG Employment and Social Affairs – European Commission*, 1999.
- Yunus M., *Il banchiere dei poveri*, Feltrinelli, Milano, 2003.

1.

Introduction

1.1 General description and methodology

Women represent a strategic resource for local development both in terms of efficiency and equity arguments. However, in most local areas women are disadvantaged in employment, in access to jobs and in earnings. Moreover, women are still under-represented in decision making positions both in the public and in the private sector.

In order to tackle these problems the European Union has adopted a dual approach (gender mainstreaming and positive actions) and has stressed the importance of acting at local level.

Notwithstanding, at local level there is still a great deal of disinformation and cultural resistances in dealing with gender policies and gender mainstreaming. The adoption of an equality approach in policy making is often fragmented and not always supported at a political level. Furthermore, there is also a problem of isolation and often the most innovative tools are little known and diffused at the local level.

Even if there are no standard solutions to mainstreaming gender equality, given the different conditions and institutional contexts across the EU, the diffusion of knowledge about what works and how it works, through the identification and the exchange of good practices, is one of the most

relevant element.

The aim of this catalogue is then that of presenting, analysing and comparing different successful experiences in order to achieve a common understanding on how gender equality could be promoted at local level to increase socio-economic growth and development.

The catalogue is the result of a joint work conducted under the project “W. In D. - Women In Development”. It gathers a large number of examples of good practices to foster gender mainstreaming and female participation into local development processes.

The good practices collected principally refer to experiences which have been implemented in the territories of Italy, Malta, Scotland, Spain (the four partner’s countries of the W. In D. project).

The good practices here illustrated have been selected to reflect, as much as possible, the great diversity of experiences (in terms of scope, objectives, methodologies, territorial coverage, etc.) that have been carried out in European countries, and in particular in Italy, Malta, Scotland and Spain.

The document provides general information on the content and structure of the best practices and presents a broad comparative analysis of the

main characteristics of the best practice collected. Moreover, it contains the best practices, which are distinguished by country.

This catalogue contains a total of 50 best practices supporting the introduction of gender mainstreaming and/or an increased participation of women into local development processes.

The best practices mainly focus on projects/policies implemented in local territories of Italy, Malta, Scotland and Spain. In particular, there are 7 best practices implemented in Scotland, another 10 in Malta, 8 implemented in Spain, 15 implemented in Italy and 10 in other European Countries. These best practices are just a selection of a large amount of examples that could have been taken from national experiences.

The best practices are presented according to a common scheme of analysis which evidences the main characteristics (main actors involved; territory coverage; financial coverage, beneficiaries, main results, etc.), the strength and weakness factors as well as the innovative, reproducibility and sustainability elements.

1.2 Comparing Best Practices

The best practices contained in this catalogue can be divided into two principal categories and one intermediate category according to their scope/objectives (see table 1):

- Best Practices supporting the introduction of the principle of gender mainstreaming into local development processes;
- Best Practices supporting female participation in local development processes;
- Best Practices supporting female participation and the introduction of the principle of gender mainstreaming in local development processes.

The two principal categories are analysed and compared in their main features in the next two paragraphs. Whereas, the third category (intermediate) is not analysed since its main features can be assimilated to the first two.

TABLE 1
Best Practices list by broad scope and by country

Country	Introducing the PRINCIPLE of GM into local development processes	Supporting FEMALE PARTICIPATION in local development processes	Supporting FEMALE PARTICIPATION and introducing the PRINCIPLE of GM in local development processes
Italy	<ul style="list-style-type: none"> • Gender Friendly System • Reconciling actions in local social plans (law. 328/2000) • ESS.ER.CI. Rewritten Social Contract • Women -ALPNET • Women -ALPNET – 2 ° PILOT ACTION • Women -ALPNET – 1 ° PILOT ACTION • Research analysis on wages to achieve gender equality 	<ul style="list-style-type: none"> • Act on Gender Equality composition of regional bodies (Campania) • Department’s referents network (Sicilja) • Network of Networks • Equality Network for local Development • Women Agreement • Application of EO and GM principles within the Integrated Planning in Sardegna 	<ul style="list-style-type: none"> • Territorial Integrated Programme (TIP) Minor Islands • CReOinRete • Regional Law on gender policies and reconciliation services (Puglia)
Malta	<ul style="list-style-type: none"> • National Machinery for the Promotion of Equality • Public Employment Service-Gender Unit • Equality Committees • Taking Gender Equality to Local Communities • Promoting Equal Opportunities through Empowerment • Equalabel • Childcare facilities (3 best practices) 		
Scotland	<ul style="list-style-type: none"> • Close the Gap • Engendering Policy • Women’s Fund for Scotland 	<ul style="list-style-type: none"> • Women into Business (WiB) • Women into Enterprise (WiE) 	<ul style="list-style-type: none"> • Advancing Women’s Employability (AWE) • Work-Life Balance (WLB)

Country	Introducing the PRINCIPLE of GM into local development processes	Supporting FEMALE PARTICIPATION in local development processes	Supporting FEMALE PARTICIPATION and introducing the PRINCIPLE of GM in local development processes
Spain	<ul style="list-style-type: none"> • Introduction of the gender perspective in Law 2/2004-Cataluña • Agentes Locales de Igualdad (ALI) • Agentes Sindicales para la Igualdad y Red • Kideitu • Ressor • Emergim 	<ul style="list-style-type: none"> • Yo Política 	<ul style="list-style-type: none"> • Cerezas por la Igualdad
Other European Countries	<ul style="list-style-type: none"> • Just GeM (Austria) • GED – Gender Equality Developers (Sweden) • JAMKOM project (Sweden) • Gepetto (France) • L.E.A.D. – Local Equality Agencies Development (Italy) 	<ul style="list-style-type: none"> • Women’s Enterprise Agency (Finland) • LIFT – Leadership Initiative Females in Trade unions (Ireland) • Mentoring Makes Success (Luxembourg) • Political Academy for Women (Poland) 	<ul style="list-style-type: none"> • W.IN.NET – W.IN.NET EU 25 (Sweden, EU)

1.2.1 Best Practices supporting the introduction of the principle of gender mainstreaming into local development processes

The good practices that enter in this category cover a wide range of actions and strategies and can be distinguished according to the objectives they pursue. In particular, (i) there is a group of best practices which is aimed at **rising awareness and building capacity on GM and GE principles** by training public officers on GE principles and GM models (see for example the Scottish best practice “Close the Gap”, the Spanish “Agentes Locales de Igualdad” or the Austrian “Just Gem”). (ii) A second group of best practices aims to support **gender equality in local development by promoting female activating policies** (*positive actions*). These policies/projects are principally directed to inactive and unemployed women or to disadvantaged groups (see

for example the Maltese “Promoting Equal Opportunities through Empowerment” or the Spanish “Emergim” or the Scottish “Advancing Women’s Employability”). Whereas, another group (iii) is specifically concerned with actions aimed at introducing infrastructures or services directed at easing the **reconciliation of work and family life** (see for example the French project “Gepetto” or the Maltese best practices directed to enhance child care facilities). Finally, there is (iv) a fourth group which is aimed at **implementing GM in policy making** (see for example the projects “Kiteidu” and “Ressor” in Spain or the “territorial integrating planning” experiences in Italy).

Generally, the best practices aimed at introducing GM in local development processes are principally targeted at local authorities (public officers, councillors) and at officers of local institutions such as PES, Trade Unions, education system, etc.

While positive actions are targeted at specific groups of women (employed, unemployed, inactive).

Moreover, the examples provided in this catalogue show that there are both interventions which cover the national territory as well as interventions which are directed (and planned) at local territories (regional, provincial and even rural areas).

Cultural barriers, financial and human resources shortages, as well as the long time period in which the first results are visible, are the main weaknesses of this kind of interventions. On the other side, these best practices present several strength elements which can be identified in the introduction (or reinforcement) of a gender equality culture (especially by training “gender

equality experts”), in the reduction of gender discrimination, and in the setting up of methods to introduce and diffuse gender mainstreaming in local policy making.

The examples reported by Spain, Scotland, Italy and Malta, and those of the other European countries show a large and varied amount of innovative elements, which are strictly connected to the scope and the main objectives of the projects. They span from the methodologies used, the issues tackled, the stakeholders involved, to the GM models adopted. Finally, all the best practices fostering GM contained in this catalogue are characterised by reproducibility and sustainability elements, which make them good examples to be replicated in other territorial contexts.

Characteristics	Description
Main objective(s)	(i) Awareness rising and building capacity on GE and GM principles (ii) Female activating policies (iii) Reconciling policies (iv) Implementing GM in policy making
Target population	Principally policy makers and officers of public authorities and of local institutions, when building capacity and policy making is concerned; otherwise target population are specific women categories
Territorial coverage	Many BP cover the entire national territory; although the vast majority originates from local initiatives and cover, alternatively, regional, provincial, municipal or specific areas
Main weaknesses/ obstacles	Weaknesses and obstacles are specifically related to the objectives, the approaches, and the target population. However, there emerge some recurrent problems, such as cultural barriers, results in the long run, financial and human resources shortage
Main positive elements	Many positive elements emerge. They are principally related to the diffusion of GE and GM principles, capacity, tools, and methods. New services provided in terms of infrastructures or women resource centres
Innovative elements	Every BP presents one or several innovative elements. They alternatively use new methodologies, tackle new issues, target new groups or local areas, and regard new services

1.2.2 Best Practices supporting female participation in local development processes

The good practices that go under this category are quite diverse in their scope and objectives since they act at different levels of female participation to local development (at political, institutional and economical level). Hence, there can be individuated three further groups into which classifying the selected good practices. (i) One group regards good practices which aim to **increase the number of women in decision making positions**, both in public and in private institutions (or firms), through training courses, legal acts (see for example the Spanish BP “Yo Política”, the Italian “Act on GE composition of regional bodies”, or the Irish initiative “LIFT” to support female leadership positions in trade unions). (ii) Another group of good practices is mainly concerned with supporting female participation in Local Development processes by **creating (permanent) consultation networks of local stakeholders and elected women**, which are aimed at exchanging good practices, giving visibility and developing synergic actions on gender equality in local development processes (see for example the Italian best practices of “Network of networks” and “Equality network for local development”). (iii) A third group of best practices **foster female entrepreneurship** by providing financial aid and/or providing infrastructural and mentoring services to women intending to building up (or improve) entrepreneurial initiatives (see for example the Scottish projects “Women into business” and “Women into enterprise”, or the Finnish “Women’s enterprise agency”).

The direct beneficiaries of these policies are, usually, specific groups of the female population. In particular, when the aim is fostering participation to decision making position in public or private bodies the target groups are: elected women, female trade union members, women in managerial positions, etc.

As concerns the territorial coverage, the examples gathered in this catalogue show that this kind of interventions tends to be locally oriented, although spanning from regional to municipal levels.

As for interventions aiming at enhancing GM in local development, best practices directed to foster female participation present weaknesses and positive elements which are related to the specific project at hand. However, there can be traced some common weaknesses and positive elements across projects, which are: financial resources problems, on the one hand; the creation of stable networks of female stakeholders (elected women, entrepreneurs, etc) and of services devoted to women, on the other hand.

The best practices supporting female participation contain a great number of innovative elements which vary across the issue tackled. They range from using new and specific training models (“mentoring models”) or innovative and personalised ways of financial support for women entrepreneur, to building up equality tables and stable networks of local stakeholders to increase women participation to local development policies. Whereas, as concerns transferability, they all are characterised by elements of reproducibility and sustainability which make them good examples to be implemented in other countries.

Characteristics	Description
Main Scope/Objectives	(i) Women in decision making positions (public/private) (ii) Networking, experience exchange and integration on GM policies (iii) Female entrepreneurship
Target population	Specific groups of women, especially when the aim is fostering participation to decision making positions and the creation of stable networks of local stakeholders
Territorial coverage	Projects are mainly locally oriented, at regional, provincial or municipal level
Main weaknesses/ obstacles	Weaknesses/ obstacles are different since they tend to be strictly linked to the project scope. However, among common problems are: bureaucracy, keeping a high level of intercommunication and political will, as well as, financial resource problems
Main positive elements	The creation of networks of women (elected, entrepreneurs, in decision making positions) is the most recurrent positive element
Innovative elements	As expected innovative elements greatly vary across BP. They range from using mentoring models, to funding home-based businesses, to offering personalised services for women participating to local development as entrepreneurs. The participation of women to local development processes/policies through the creation of new integrated networks and equality tables of local stakeholders

Italy

The Promotion of Gender Equality in Local Development Processes: the Italian Case

SUMMARY OF THE CASE STUDY

1. The socio-economic context

The population

The aging of the population and an increase in the number of foreign citizens have mainly contributed to a demographic and social change in the Italy of recent years. Italy has one of the highest levels of **aging** in the world thanks to increasing progress in life expectancy (the average age is around 43 and the proportion of old to young generations reaches 141%). Furthermore, this process involves an ever larger female segment of the population that, thanks to greater longevity with respect to men, represents the most relevant quota in the growing number of elderly (58.8%).

The quota of **foreigners** in the total population is estimated to be equal 5 foreigners for every 100 residents, and results in growth with respect to 2005 (4.5 foreigners for every 100 residents).

The progressive aging of the population is the result of a lengthening average lifespan of individuals but also of changes in reproductive behaviours. In fact, younger women of reproductive age tend to put off maternity until later. At the same time, Italy has one of the **lowest** levels of **fertility** (in 2006 the estimate of the average number of children per woman was 1.35).

The labour market

Support to labour market participation, especially for women, is one of the main aspects on which Italy will have to concentrate in the near future.

The female *activity rate* in 2006 settled to 50.8% with respect to the male rate (74.6%). From a merely quantitative point as well, there is still a very high number of inactive women, emphasizing an interesting potential labour force pool that could be activated, to sustain employment levels and respond to the growing friction between labour supply and demand. The gender gap does, however, structurally condition the profile of participation in the Italian labour market.

Rates of female participation begin to decrease earlier, with respect to male rates, and indicate problems of conciliation acting as deterrents to participation. Furthermore, the choice to abandon the labour market appears to be a tendentially irreversible choice, if we take into consideration that the female participation rates after age 35 progressively contract. In recent years, women have given a strong push to employment growth. *The rate of female employment* has increased by 8 percentage points in the last 10 years to reach 46.3% in 2006, but it is still 14 points below the male rate. On the other hand, in the last five years, the rate of female employment has continued to increase in the face of a substantial stability in the male rate.

The increase in female employment has primarily interested the “**service industry**”. In fact, the highest concentration of female employment is found in such sectors as health, education and general services. This is explained by the fact that a large part of the social and personal services are simply the professionalization of activities that were once exclusively carried out within the family context, and today are performed by women themselves in the form of a job.

The female population generally has **less stable** conditions in the labour market (the number of employed women with short term contracts with respect to long term employment is equal to 14.7% against the 10.5% of men, 2005 statistics). Female employment very often takes the form of **part-time** work.

In Italy, a significant change in the profile of the self-employed has also taken place, particularly with women. In the decade 1993-2003, in fact, there was a further shift in the number of professional self-employed positions, above all female, introducing important new elements to the profile of self-employed women.

In the first place, the profile has changed due to consistent growth in the number of female entrepreneurs (female entrepreneurs represent 0.8% of total female employment against the 2.3% of men’s employment) but also due to a relevant increase in the number of self-employed professional women, which has more than doubled in the decade under consideration. There are still pronounced gender differences in job-hunting. The *unemployment rate*, showing constant decline over the recent years for both sexes, is still 3.4 percentage points higher for women than for men. In 2006, the rate of female unemployment was equal to 8.8% against the 5.4% of male unemployment.

A last element of analysis in female employment is that of salary (*gender pay gap*).

The wage difference between men and women is

a systematic characteristic of the labour market in all countries, and in Italy as well.

The wage difference between men and women is due, on the one hand, to the composition of female employment, more concentrated in low-paying jobs and, on the other hand, to the unfavourable treatment of women even where there is job equality.

Political participation and decision-making

Women are severely underrepresented in politics at a national and local level, and generally in decision-making positions, both in the public and private sectors.

The statistics on female presence in Italian Parliament (House of Representatives) in the present-day legislature show the presence of 108 women, equal to 17% of the total. The European average reaches approximately 23% and Italy is in 18th place in the Europe of 27, while in the European Parliament, women represent more than 30% of the members.

2. Institutions and regulations

Equal opportunity and local development

Integrating equal opportunity objectives into the theme of local development presents obstacles in the difficult definition of this field of intervention, due to the number of meanings or senses that it can have, and the variety of *policies* that may be competing to promote it. One characteristic of local development policies is that they are sustained by numerous actions and measures, each one “belonging” to different areas of policies that might be activated at the local level. Furthermore, the planning of local development measures, in the Italian tradition, is highly differentiated and the result of various pilot experiences, based on a *bottom-up* approach, and this makes it difficult to determine a universal definition.

The process of Italian economic development is

marked by extreme territorial differentiation. The idea of economic development is strongly linked to the territory's capacity to produce wealth. The numerous studies on the subject – from the analyses of industrial districts to the more recent analyses on local production systems – have brought to light the way in which the prosperity of an economy is tied, beyond competitiveness of the individual enterprises, to the territory's competitiveness and therefore to the so-called relational factors that are a part of the local reality (trust in the relationships between economic, institutional, and social stakeholder, and the sharing of regulations and values) that are summarized by the concept of social capital¹.

The phenomenon of the industrial districts has opened the way to a new economic policy aimed not just at the productive machinery, but also at the social and human environment in which it is located, even if public equality measures were established starting in the 90's with tools developed within the context of so-called *participative territorial planning*. The basic idea of participative territorial planning is to determine development, starting with the concrete collective needs and giving the social and economic forces an active role in the territorial development plans, using a “bottom-up” approach.

At the same time in Italy, detailed regulations were developed to safeguard equality and support the promotion of equal opportunity policies that provide the base and useful tools for promoting integration of the gender prospective into initiatives that support local development, and support female participation in the processes of definition and execution of the measures. Starting from the equal opportunity principle, the evolution of the Italian regulatory system is the mirror of change in the perspective that has taken place in the country as for female issues. There has been a shift from regulations aimed at removing legal

barriers to affirming the equality principle between the sexes, to the definition of the present day “gender policies” intended to promote the full and effective participation of women in political, social and economic life.

Despite this, one of the distinctive features of the Italian situation is that there is still a gap between the abundant and progressive body of equal opportunity regulations and the female reality in Italy, particularly in regards to the gender composition of the various political institutional levels and the quantity and quality of the female presence in the productive economic life of the country.

The institutional decentralization and particularly the reform of Title V of the Italian Constitution, help define the governance model for development and gender policies which are increasingly centred on the local level. There has been a strengthening of potential for governing the economic system by Autonomous Regions and Provinces, which have been entrusted with the task of removing “*any barrier that might impede full equality of men and women in social, cultural and economic life and promote equality of access between women and men to elected positions in office.*”

In this scenario, the community planning for 2000-2006 was the occasion to experiment with concrete forms of integration between local development support and equal opportunity policies within a structured and defined planning framework, in terms of objectives and methods for carrying out measures. The community regulations of 2000-2006, in fact, provided for the integration and promotion of “bottom up” development as one of the cardinal principles for inspiring programmes and co-financed measures, and have, at the same time, sanctioned the adoption of the equal opportunity principle as a

¹ Social capital can be considered as the pattern of relationships between stakeholders who facilitate the achievement of cooperative interactions, reducing opportunistic behaviors and consolidating relationships of trust.

transversal priority in the planning cycle. The development “concertation”² procedures between labour and management have found further reinforcement and legitimization in the programming of structural funds that indicates social partnership as a regional development “concertation” method using structural funds. The involvement of the social partnership with a concertative approach is particularly interesting in terms of integrating Gender Mainstreaming into development initiatives, inasmuch as it has opened the way to active involvement of gender-oriented representatives and organisms, with the aim of promoting a balanced local development which considers gender as an important element, and is oriented toward collective well-being.

The prevision for the unitarian planning of national and community regional policy for the period 2007-2013, offers interesting opportunities for integration of Gender Mainstreaming into the whole of measures aimed at the economic development of the country, using as a pivot the new community regulations on equal opportunity and the non-discrimination principle, and the experiences carried out with the previous programming.

3. Local Development and Gender: some "best practices" that intersect on those topics

In agreement with the objectives of the project W. In D., some projects/initiatives have already been experimented with or are experimenting with practices that join gender aspects and aspects mostly tied to local development. These initiatives are extremely interesting and innovative, especially from the point of view of exper-

imentation with new governance models and integrated services for social and economic development of the territory and its population, made up of men and women. The initiatives are, furthermore, representative of a widespread and intricate reality throughout the territory, involving, in a homogenous way, areas in northern, central and southern Italy. With this, a great contribution to the planning and implementation of such measures was made by community programming which, primarily through the ESF, stimulated forms of integrated planning for development. It also stimulated more attention to the processes of gender policy and equal opportunity.

The selected initiatives refer to the two keys of understanding that the project W. In D. provides and these are:

- the participation of women in the local development processes, and with this intending those processes that foster female political participation at various levels, participation within structures/institutions formally delegated to activate development actions in the territory;
- a gender perspective within the projects and initiatives that, at various degrees and levels, may foster local gender oriented development.

The projects and initiatives aimed at supporting female participation in the local development processes; these are experiences that, for the most part, make it possible/have made it possible to experiment with territorial government models. Those models have strongly contributed to the implementation of networks of local stakeholders in which the female presence is considered but a constituent element that fosters and accelerates, at the same time, the processes for internalizing

² For “concertation” we intend activities in order to involve main stakeholders and reach consensus on a specific issue.

gender perspective in the practices and projects already planned or to be planned.

The projects and initiatives aimed at supporting the introduction of the Gender Mainstreaming principle in the Local Development Processes and Programmes; these are practices to promote the planning, implementation and spread of physical structures capable of supporting equal gender opportunity in the individual territories (Resource Centres, Conciliation Agencies, etc.). These are experiences that increase visibility and recognizability in the territory and operate directly and locally with the population around specific themes. In the Italian case this means, for the most part, an increase in female employability, support for female entrepreneurship or observations and actions around specific themes such as conciliation between family and working life and issues connected on times related to city life. There are also practices to activate thoughts on specific fields (such as, for example, private industry or trade unions) on specific themes (career progress, wages or conciliation, for example).

Integrated planning; this is another category of experiences whose main feature is the strong interconnection between both aspects. In this case, these are complex and detailed experiences that were developed altogether and gradually by specific territories with the aim of fostering the female presence in the decision-making bodies of the territory placing, at the same time, the attention on the introduction of gender elements within specific projects. We are referring, in this case, to the experiences carried out in some regions of Southern Italy. There, in the course of the 2000-2006 community programming, a series of broad actions were initiated using specific tools to promote/activate local development actions in the territories as integrated and negotiated planning with close attention to future impacts and the ways in which the gender principle might be introduced into these tools as well.

4. Scenarios and perspectives

The analyses presented in the case study, both those on the socio-economic and institutional-political context as well as those on the initiatives and practices that underwent a census, outline an extremely interesting and fermenting scenario that, despite the lack of ad hoc regulations and provisions to provide for the intersection between gender policies and local development measures, has made it possible to carry out consistent experiments. Numerous and considerable results were achieved even though a real situation of equal gender opportunity in everyday life is still undermined by the fact that men and women are not able to avail themselves, in practice, of those same rights. The consistent underrepresentation of women in many different sectors, from the job market to the social and political sphere, shows, in fact, how structural gender inequities still persist in Italy.

For this very reason, the Italian commitment to act on these matters has been strong and constant, greatly helped by a community side that, through its own programming strategies, has brought attention to some key concepts on gender. It is undeniable that developing such a strategy requires time, but the programming period that has just passed was characterized as particularly crucial for the evolution of gender policies and approaches, and for the removal of numerous barriers still present in their implementation. Both at European and national levels, it was stressed the concept of good governance, in which the decentralization of the policies and the concept of subsidiarity take on increasingly important roles. In this framework, the objectives of equality between men and women can be pursued through an effective integration of central policies with regional and local ones.

Most definitely these practices should still be institutionalized, also using either procedural or administrative regulation. Despite the undeniable evolution, in fact, there continue to be obstacles

in the phase of conception/planning of policies, as well as in the real implementation. In fact, there are still great difficulties in thematization. The passage from a simple analysis approach toward "female conditions" to a more complex "gender perspective" in all aspects and in all policies, implies the passage from a specific and defined study objective to a different form of approach to programmes and policies in which the gender aspects become an essential element. The

promotion of a "gender-aware" economic development heavily depends on the adoption of integrated territorial strategies aimed at promoting employment, production and territorial services to increase wealth and quality-of-life for men and women. Thus, planning how to utilize specific methods and tools from a gender point of view, requires increased awareness and a certain capacity within the administration, as well as the taking of specific political stances.

Best Practice Italy

Name/title of the best practice	Rete delle Reti (Network of networks)
Main actors involved	UPI, Union of the Italian Provinces
Territory coverage	National Territory
Financial coverage	European financing under the International Year of Equal Opportunity for All
Description of the project/experience/strategy	<p>The Equal Opportunity Committee of the UPI (Union of Italian Provinces) is a body constituted in 2005.</p> <p>The Committee works at a national level, with the Ministry for Equal Opportunity and the other organisms that promote gender policies, to ensure programming as integrated as possible in the country and, at a local level, to create a national debate throughout the territories.</p> <p>One of the Committee's main objectives is to foster the number of women running for and winning political elections.</p> <p>To this end the Network of Networks was constituted and proposes to:</p> <ul style="list-style-type: none"> • develop synergy in the actions between Provinces in the area of gender policies • support and accompany the Provinces still not active in this area • speed the gender mainstreaming processes into visibility within each administrations, in the provincial system and in the Union of Italian Provinces.
Project/experience/strategy main results and products	<p>The Annual Assemblies of elected women are occasions for planning and developing strategies for implementing gender policy. The last national assembly of elected women was also an occasion to launch the Network of Networks and present a first analysis of the situation, the projects and the dynamics in progress.</p> <p>The Network of Networks represents the first opportunity to monitor the provincial projects on gender policies that will be used as the basis for a permanent Observatory on best practices in gender issues. The aim will be to:</p> <ul style="list-style-type: none"> • enhance and make known the initiatives for gender policies in progress in the various provincial administrations • foster the transfer and circulation of experiences and expertise among the various administrations • improve the capacity for actions on the part of female and male functionaries and female administrators, through emulative transfer of knowledge • start the construction of a "community of practices" on the subject of gender mainstreaming. <p>The most important product is the Web portal Network of Networks, which will provide a means to spread and develop knowledge on the experiences and projects in progress throughout the country.</p>
Main weaknesses/obstacles	<p>The main obstacle to realizing the envisioned activities is the difficulty in maintaining a high level of communication and information within the Provincial Network.</p> <p>Few Provinces had the structure and the tools for communication, as well as the knowledge of what the territory produced on equal opportunity.</p>

Main positive elements	<p>The project appears to be very important in that it meets the objectives set out in the Roadmap, in which it is emphasized that there needs to be an improvement at the local level in ‘Equal opportunities governance’ processes (equality governance) through the strengthening of the networks, improvement in expertise in the public institutions, enhancement of the experimentations and exchange of best practices, and better information and participation.</p> <p>The most important positive elements lie with the implementation of the Networks of the Provinces to exchange information on equal opportunity and gender experiences in the territory.</p> <p>Secondly, this made it possible to learn about, spread and enhance the richness of various experiences in the territories.</p>
Innovative elements	<p>The Network of Networks represents the first experiment in building a permanent consultation structure of networks on equal opportunity in Italy and at a provincial level.</p>
Reproducibility elements	<p>The implementation of a network between similar structures and with shared objectives is indispensable for realizing the envisioned activities, and it constitutes both a premise and an objective.</p> <p>Secondly, the Network has been a success also due to the strong will of the Assembly of elected women constituted within the UPI.</p> <p>A similar local experience (the Network of Women, carried out in the Province of Milan with the objective of learning about and enhancing the projects and experiences on gender among the Municipalities of the Province) was fundamental for extending matured experience throughout the country. Therefore, the presence of a Best Practice appreciated at a national level made it possible to reproduce the experience.</p>
Sustainable elements	<p>The permanence of a Network, with periodic and constant activities and exchanges of information and communication is a fundamental condition to ensure that the analysis, spread and enhancement of equal opportunity projects and experiences continue over time.</p> <p>In order to do this, in the first place, those involved in the Network must meet periodically and over the time.</p> <p>In order to intensify information sharing and communication within the network and outside it, it is also fundamental to constantly monitor the projects and project results. This is necessary primarily for communicating useful information throughout the territory on the work of the Network.</p> <p>Finally, it is fundamental to carry on with and strengthen the training of political and technical personnel dealing with equal opportunity within public administration.</p>

Name/title of the best practice	Rete di Parità nello sviluppo locale (Equality network in local development)
Main actors involved	Province of Turin, Provincial Territorial Pacts (number 8)
Territory coverage	Province of Turin
Financial coverage	Structural Funds and own resources
Description of the project/experience/strategy	<p>“Equality Network for Local Development” was a project started up in 2002 in the Province of Turin to promote and disseminate information on equal opportunity and gender mainstreaming techniques among actors in local development.</p> <p>The Equality Network gathers at the equality tables of the Territorial Pacts Bodies, together institutions and organizations, and proposes an intervention model to systematically integrate situations, the priorities and needs with respect to women and men in the territory’s socio-economic development decisions (gender mainstreaming).</p> <p>The project’s objectives are set out in the constitution of the Equality Tables within the eight Territorial Pacts of the Province of Turin and the promotion of a work strategy that selects a referent for each Pact, with a service role in the action of building the network.</p> <p>In 2002, the project identified the following actions:</p> <ul style="list-style-type: none"> • to promote dissemination and awareness of equal opportunity issues among the actors in local development with a view to gender mainstreaming; • to foster coordination in the network aimed at a greater circularity of information, integration and synergy between the actions and projects that each territory is developing; • to select, support and bring one man/woman referent for each territory into the network and one for the city of Turin, in connection with the provincial Equality Bodies. <p>The construction of equality tables made it possible, at the beginning of 2003, to create the Table of Equality Networks that began to meet regularly in the Turin provincial headquarter offices.</p> <p>The idea shared by the Equality Network was that the sustainability of gender could include all themes related to equal opportunity policies (reconciliation, new labour organization, female entrepreneurship, professional and continuous training, participation in political life, access to work and career progress, social responsibility of the enterprises, new technologies) without confining in any of them, thus allowing for greater opportunities to perform a deeper examination over the course of the year. In this context 3 topics were chosen for further examination:</p> <ul style="list-style-type: none"> - Social Responsibility of the Enterprises; - training as a tool to promote a new equal opportunity culture; - the new technologies as a tool to promote a new labour organization consistent with the needs of women. <p>Furthermore, the project proposed the involvement, in the light of a broadened network, of all the projects financed on the Axis E of the European Social Fund in the Province of Turin. This to foster the exchange and transfer of expertise and experiences, and to clarify the size of the structure and the resources (human and economic) involved.</p> <p>The experience the Equality Network has built up in this period was passed through beyond the provincial territory and this gave a new push to the Network activities.</p> <p>The Department of Equal Opportunities of the Province of Turin chose to pursue the</p>

	<p>Network activities for 2004 and 2005.</p> <p>All the useful information in use in the Network is published on the Internet site of the project www.retediparita.it, establishing it as a useful tool for male and female participants in the Network.</p> <p>A service to send out a periodic newsletter to continue the debate on gender and equal opportunity was also activated. Among these, special attention will be given to financing opportunities to take advantage of community funds and to in-depth analysis of the programming period 2007-2013, so that the commitment to equal opportunity remains an important priority, transversal to all the actions, in order to foster local development.</p>
<p>Project/experience/strategy main results and products</p>	<p>To give concreteness to the gender mainstreaming action in local development, the project has begun to build or sustain Equality Tables.</p> <p>Thanks to the Equality Tables, goals and guidelines were chosen to structure and place the group within the experiences of participative territorial planning. To give a push to the initiative, the project proposed that each work group:</p> <ul style="list-style-type: none"> - interpret the Equality Table as a new collective actor, in which all the organizations, bodies and institutions, protagonists of local development and equal opportunity policy promotion are recognized, their strategic objective being the systematic integration of the situations, priorities and needs of men and women in all the policies (gender mainstreaming). To make the Equality Table a collective actor, it is not enough to bring together the territory's social economic actors, but it is necessary to build or choose a collective identity through the reinforcement of internal relationships and the management of external relationships. Therefore, it is necessary to build a true network of internal relationships capable of taking action that has an effect on the territory's socio-economic development decisions; - choose a male or female referent or delegate to participate in the "concertation" table meetings to promote the adoption of the perspective expressed by the Equality Table in all the decisions and discussions on local development and sustainable development in the territory; - become a catalyst for project initiatives on the topic of equality and equal opportunity at the local level, not to diminish their value within a common project, but to bring out their characteristics, their peculiarities and specific needs, their methods, and contribute to capitalizing and disseminating the best practices used and the acquired know-how; - become protagonist in building a Equality Network at a provincial level.
<p>Main weaknesses/obstacles</p>	<p>No critical elements have been found at this time in the implementation of the activities envisioned for the project.</p>

<p>Main positive elements</p>	<p>One of the most successful elements was the ability to transform a project, with its own duration, into a permanent and lasting project, coordinating all the local actors (public agencies, labour and management) in initiatives tied to local development and gender oriented equal opportunities.</p> <p>The strongest point of network consolidation was the presence of a strong political will (at the provincial level in the person of the Equal Opportunities Council Member) and the support administration's awareness, particularly within the Provincial administration.</p> <p>The network of relationships, starting with the Equality Tables within the Territorial Pacts, enabled an efficient collaboration between the actors and an increase in reciprocal trust, above all, at a personal level.</p> <p>Another successful aspect of the Network was the dissemination and socialization, regarding activities financed on the Axis E of the European Social Fund, of all the projects presented by the actors to the entire network. This enabled, on the one hand, a precondition for the development of future collaborations, and on the other hand, a result in terms of transferring skills and experiences.</p>
<p>Innovative elements</p>	<p>The Network is in Italy, a unique experience of collaboration and coordination between local development actors on a very high number of initiatives (8 Territorial Pacts) and in a very extensive territory.</p> <p>The consolidation of the networks of relationships, starting with the experience of the Equality Tables, but not ending there, represents a new element in local development policies in terms of gender oriented equal opportunity.</p> <p>The Network also enabled analyses on the demands of local development in terms of gender, with a significant early and purposeful result with regards to the critical nature of the situation and problems, and the possible solutions.</p>
<p>Reproducibility elements</p>	<p>The fundamental moment for the success of an experience similar to the Network is the startup, also beginning with projects of a specific duration, the network of local relationships between local development actors. The presence of equality institutions within the Territorial Pacts or other programming tools, even when none are envisaged, enables reinforcement of the relational networks that can later be extended to other projects as well.</p>
<p>Sustainable elements</p>	<p>All the reproducibility factors indicated also represent the requirements for sustainability over time of the project activities.</p> <p>The permanence of a Network, between local bodies and trade unions, with periodical and constant activities and exchanges of information and communication, is fundamental for the implementation of activities such as those set out in the project. It has to be emphasized the importance of having professional skills in the public sector on issues of equal opportunity.</p>

Name/title of the best practice	WOMEN-ALPnet
Main actors involved	Province of Lecco (lead partner), Autonomous Province of Trento
Territory coverage	Territory of Province the Province of Lecco and the Autonomous Province of Trento
Financial coverage	Co-Funding from C.I. INTERREG III B “Alpine Space”
Description of the project/experience/strategy	<p>The basic assumption of the Women-ALPnet project, is that women’s active participation in local economic development processes depends at least on four essential conditions:</p> <ul style="list-style-type: none"> • the possibility of accessing information • the possibility of accessing resources, • the opportunity to create a real individual professional development (thus broadening personal career choices and overcoming stereotypes and discrimination factors) • the pursuit of strong cooperation and gender mainstreaming actions at institutional and socio-economic level. <p>The condition of women living in the Alpine Space area is influenced by the economic and spatial disparities that characterize the territory, which become more marked and more evident on a smaller scale. This is especially true in the rural peri-Alpine and in the disadvantaged mountain areas, which are poorly connected to urban centres, risk depopulation, suffer from a lack of services, have a restricted labour market - often linked to seasonal job offers - and where the population’s economic power is weak. Women living in these areas suffer from a lower employment rate compared to men and are less integrated in the traditional economic sectors and, when employed, carry out either part-time or poorly paid jobs.</p> <p>To counter face the situation and in order to promote a full development of women’s skills and potential, many Alpine Space regions have developed, in the last few years, an important community acquis: the «Women Resource Centre».</p> <p>The Women-ALPnet project promoted cooperation between «Women Resource Centres» of the Alpine Space, in order to develop common approaches, test services, and implement innovative initiatives aimed at promoting rural women’s full participation in economic and social life.</p> <p>The final goal was to offer women technical assistance and a quality support, thus providing them equal access to local and regional resources. At the same time the project aimed at promoting a gender-based cooperation among public and private local development actors.</p> <p>In order to implement an active participation of women in local development and to strengthen the cooperation between public and private local development actors, the partnership of Women-ALPnet engaged in several activities and developed a number of tools, i.e., as concerns Italy, 2 territorial Pilot Actions:</p> <ul style="list-style-type: none"> • Italy-Lecco - “Development of a Network to Promote Employment and Female Entrepreneurship”; • Italy-Trento - “A model of «virtual resource» to promote the participation of women in local development”.
Project/experience/strategy main results and products	See Pilot Actions

Main weaknesses/obstacles	See Pilot Actions
Main positive elements	See Pilot Actions
Reproducibility elements	See Pilot Actions
Sustainable elements	See Pilot Actions

Name/title of the best practice	WOMEN-ALPnet – 1° Pilot Action
Main actors involved	Province of Lecco
Territory coverage	Territory of the Province of Lecco
Financial coverage	Co-Funding from CI INTERREG III B “Alpine Space”
Description of the project/ experience/strategy	<p>Main Goal of local pilot action : to combine the promotion of Gender Equality with socio-economic local development, by increasing the female employment rate and promoting new job opportunities. In particular:</p> <ul style="list-style-type: none"> • to further implement the development of a local network for employment and to focus on women’s occupational needs through the involvement of women’s local representatives in the decision-making process; • to increase women’s employment rate in the mountain area by planning and managing the start-up of new businesses in new employment fields (particularly in the tourism sector); • to promote and support women’s active participation in local economic development, especially through the Women Resource Centre of the Monastery of “S. Maria del Lavello”. <p>The Pilot Action is divided into two separate actions, namely 1) <i>Organisation of a territorial system aiming at developing employment services within a gender perspective</i> and 2) <i>Promotion of female employment in the Alpine area</i>.</p>
Project/experience/strategy main results and products	<p>Action 1 - Organisation of a territorial system aiming at developing employment services within a gender perspective</p> <p>This action was implemented through two different activities, i.e. <i>Equal Opportunities territorial action and Development of the Women Resource Centre of the Monastery of “S. Maria del Lavello”</i>, in order to distinguish the two specific targets of the action (i.e. social partners and local bodies on the one hand, women living in the province of Lecco on the other).</p> <p>Action 1a - Equal Opportunities territorial action <i>The Equal Opportunities territorial action</i> was carried out by activating several subjects of the provincial territory and by taking into consideration a number of aspects strictly connected to the labour market and to the welcoming and information services addressed to women already existing in this area. After the identification of a few Equal Opportunities macro-topics during the meetings with local Women’s Associations and Resource Centres, interviews aiming at surveying women’s needs as regards the Women Resource Centres services were carried out. Thanks to the co-operation of the Women Resource Centre two specific training and guidance courses were held addressed to women looking for a job after maternity leave or turnover due to the business’s financial difficulties. This action was concluded by planning and developing an information portal, e.g. a specific tool for women acting as a channel for gender equality.</p> <p>Thanks to the definition of specific tools for promoting the Women Resource Centre and an information card to collect personal records to be used by WRC operators, the Women Resource Centre of Lavello was able to offer welcoming, information and guidance services that further strengthened its main concern, i.e. networking activity, which aims at making such resources as information, contact data, competences and communication strategies available to women and to women’s organizations as the final beneficiaries.</p>

Action 2 - Promotion of female employment in the Alpine area

Local institutions (especially the Mountain Community of Valsassina) were involved in specific activities aimed at promoting female entrepreneurship in the tourism sector and its integration in the tourist operators network, thus favouring local development. Activities focused on the specific fields where female initiative is regarded as a factor of development, i.e. the tourism sector in the Alpine area, through the professional enhancement of specific professional profiles (tourist guide) and the promotion of accommodation activities (Bed&Breakfast).

The following results concern local economic development:

- Defining criteria, guidelines, specific tools for the adoption of a strategy shared by the different subjects involved in the project;
- Strengthening and developing tools and resources to favour women's participation in the local development processes, through training actions and knowledge exchange with the territories involved in the project;
- Implementing in the Provincial Administration of Lecco a gender mainstreaming action that involved different departments;
- Setting the bases for the continuation of activities after project closure.

The following results were obtained thanks to the direct involvement of women living in the provincial territory:

- Planning and development of an information portal, a specific tool for women acting as a channel for gender equality;
- Implementation of information activities (involving about 200 women) and guidance activities (involving more than 100 unemployed women);
- Planning and activation of two specific training and guidance courses addressed to 20 women looking for a job after maternity leave or turnover;
- Promotion of female entrepreneurship in the mountain area of the Province of Lecco, through the active participation of 64 women in tourist experimental actions.

Main weaknesses/obstacles

No critical elements have been found at this time in the implementation of the activities envisioned for the project.

Main positive elements

- Promoting and implementation of a gender-based cooperation among public and private local development actors and stakeholders;
- Implementing in the Provincial Administration of Lecco a gender mainstreaming action that involved different departments.

Innovative elements

Main innovative element is the methodology used for the implementation of the activities, based on 2 approaches:

- system's action in order to involve actors and stakeholders in the activities (problems and needs analysis, defining priorities, planning of activities, monitoring and evaluation, responsibilities in carrying on the activities)
- territorial planning concerning the setting up of Activity Plans by focusing on the needs of the territory and including public projects (i.e. Women Alpnet) in the Plans

Reproducibility elements	<p>Territorial model could be transferred to other territories depending on the specific characteristics of them. Nevertheless, in order to transfer the methodology and the approaches used in the Pilot Action it is necessary:</p> <ul style="list-style-type: none">• to implement and support a network of actors and stakeholders (public and private) at local level, involved in social and economical development activities;• to carry on system's action among the actors and stakeholders;• to implement and support over time a territorial planning involving actors and stakeholders with a gender-based skills and point of views.
Sustainable elements	<ul style="list-style-type: none">• Strong coordination of network and activities by public institution (in the Women-ALPnet project this was carried out by the Province Authority of Lecco);• Availability of human resources with specific skills in relationship, gender-based issues, local development.

Name/title of the best practice	WOMEN-ALPnet – 2 ° Pilot Action
Main actors involved	Autonomous Province of Trento
Territory coverage	Territory of the Autonomous Province of Trento
Financial coverage	Co-Funding from CI INTERREG III B “Alpine Space”
Description of the project/ experience/strategy	<p>The implementation of the pilot action was possible thanks to the pilot group, an interactive working group consisting of the local operators of the Province of Trento. The group was actively involved in the building up of the virtual Women Resource Centre (“Centro Risorse Pari Opportunità”) as a monitoring actor and supervisor of the project.</p> <p>Main Goal of the Pilot action</p> <ul style="list-style-type: none"> • To plan, create and experiment a model of a virtual resource centre (an intelligent web-site); • To set up a working group with transnational partners for “brainstorming” on the idea of what a Women Resource Centre should be like (based on their experience); • To make a statistics data bank (“Observatory”) on women’s conditions available; • To offer on-line training modules; • To offer information, dissemination and assessment of the first results of the pilot action, in order to verify the transferability of the model; • To disseminate the model of Centro Risorse Pari Opportunità, by publishing guidelines.
Project/experience/strategy main results and products	<ul style="list-style-type: none"> • Opening in the Women Resources Services (Centro Risorse Pari Opportunità); • The intelligent web portal “Centro Risorse Pari Opportunità” (www.pariopportunita.provincia.tn.it); • The Guidelines of the pilot action; • The Proceedings of the first transnational seminar concerning the pilot action (Rovereto: public presentation of the project).
Main weaknesses/obstacles	No critical elements have been found at this time in the implementation of the activities envisioned for the project.
Main positive elements	Creation of a permanent network among and within local and regional institutions, with the aim of promoting women’s participation in the local development processes.
Innovative elements	<ul style="list-style-type: none"> • The choice of using computer based technology to supply services to local players, thus reducing the physical distance barriers tied to the specificity of the mountain areas. • Involvement of local actors in the project designing and implementation (setting up of a “pilot group”). • Involvement of the transnational Women-ALPnet project partners, besides the pilot group members in the preparation phase (filling in of a grid, called “ideal services record”, pointing out the features of the services that an ideal Women Resource Centre should provide, as compared to: the usefulness of the services in their own experience, the ideal beneficiaries of the services (women and/or local actors) and the strengths and weaknesses of the services in their own experience.

Reproducibility elements	<ul style="list-style-type: none">• The setting up and support of a network of actors and stakeholders (public and private) to involve in the planning of Women Resources Centre (problems and needs analysis, defining contents and services, planning and updating)• The using of the specific “guidelines” as a tool for checking the transferability of the model in other contexts.
Sustainable elements	<ul style="list-style-type: none">• Availability of human resources – online operator - to back up the “virtual resource” (gathering and organising the information; upgrading of the management system)• Coordination of the existing network as a permanent source of information and content input.

Name/title of the best practice	WOMEN AGREEMENT
Main actors involved	Italian referent: FIDET coop Lazio - Rome Equal Development Partnership
Territory coverage	Regions of Lazio, Marche and Calabria
Financial coverage	Financed with EQUAL PHASE II
Description of the project/experience/strategy	<p>The measure moves from the twofold difficult of women’s participation, in the labour market (if not in those sectors considered traditionally female) on the one hand, and, on the other hand, of poor representation in decision-making places and places of power. Both problems are closely connected to the difficulty in reconciling work with the family.</p> <p>The DS (Development Partnership) strategy intends to create and develop favorable conditions for concretely putting into act the principle of equal treatment between men and women in access to work, and training to remove barriers for women entering and remaining in the labour market or that hinder conciliation between family needs and professional aspirations.</p> <p>In this direction, the intention is to implement actions linked with the envisioned measures for employment, flexibility, job services, personal services, and reconciliation measures at a local level.</p> <p>The theme of reconciliation between professional and personal life is considered not only in its instrumental implications of necessary policies for the demands and subjective female needs tied to specific life cycles, but as a tool for innovation in the productive and social system, capable of supplying the key for change in an integrated system of employment policies, for new business models, social policies and territorial policies that meet the subjective needs of women and men.</p> <p>The strategy of the DS is therefore based on two broad lines of action:</p> <ol style="list-style-type: none"> 1) Experimentation with territorial governing tools aimed at the constitution of a widespread network of local actors (Employment Centres, Equal Opportunity Commissions, Local bodies, Enterprises, cooperatives, Provinces, personal services) that permit a gender approach and the definition of innovative equal opportunity models in governing the territory and planning measures; this means building methodological and operative tools for a stable network of local services, not with a summative approach but one of integration and subsidiarity. From this action, we expect the development of a “concertation” practice between territorial actors aimed at the signing of protocols to define conciliation models tied to collective needs and awareness of the local public and private actors, with the goal of removing prejudices that relegate women to poorly qualified and low-paying roles; 2) Experimentation with equality tools aimed at facilitating a more effective entry for women into the labour market and permanence in active life. The intention is to experiment with models of evaluation and certification of informal skills of women, to enhance, reinforce and requalify - in terms of supply, the presence of informal skills, often unknown, which women possess, and in particular in social, humanistic and cultural areas; apply ad hoc measures of support, motivation and orientation of women in the phase of selecting their own professional path, aimed at self-evaluation and personal empowerment in close synergy with the Employment Centres and the local services network, to foster the activation of new employability circuits for women.

<p>Project/experience/strategy main results and products</p>	<p>The DS (Development Partnership) intends to research and experiment with new methods of evaluation and certification of female skills to foster employment integration compatibly with the time at their disposal and to improve the quality and quantity of women's jobs.</p> <p>The project intends to implement positive actions to pursue the following goals:</p> <p>A) To oppose all forms of discrimination, direct and/or indirect, towards entry or reentry of women into the labour market;</p> <p>B) To enhance the female resource in all its peculiarities and in particular in the cultural and social sector;</p> <p>C) To experiment with (with the local bodies, the female employees, the businesses), new services and methods for organizing life schedules and work schedules, and that foster employability of female labour in local businesses and conciliation of family schedules with working schedules;</p> <p>D) To make local public and private actors aware, with the aim of removing prejudices that relegate women to poorly qualified and poorly paid roles;</p> <p>E) To improve working conditions and conciliation with life outside work.</p> <p>Expected objectives and results</p> <p>1) Enhancement of the female resource: the project intends to oppose the various forms of gender discrimination in both the public and private labour market, with an approach that joins social services, training, information and awareness at an individual and systemic level, aimed at fostering synergies between entrepreneurial and business worlds, training and personal services systems.</p> <p>Furthermore, the intention is to provide incentive for the potential skills of women by applying, in close synergy with the employment centers, ad hoc support measures, motivation and orientation of women in the phase of selecting their own professional path; aimed at self evaluation and personal empowerment. There is provision for experimenting with models of evaluation and certification of the informal skills aimed at enhancing, reinforcing and requalifying - at the labour supply level - the presence of informal skills, often unknown, that women possess and in particular, humanistic, communication and social skills.</p> <p>2) Promotion of measures aimed at making local public and private actors more aware, in order to remove prejudices that presently relegate women to a poorly qualified and lower paying role with respect to men: the intention is to reinforce the female presence in those "typically masculine" sectors and oppose informal work's discriminatory behaviors - in terms of demand - through an information and consultancy action directed at public and private bodies.</p> <p>3) Improvement of working conditions and reconciliation with life outside work; overcoming the difficulty that women find in reconciling professional and family life primarily depends on the lack of support services for parents, for working men and women, not to mention the lack of a gender friendly city dimes, particularly pronounced where this measure is concerned.</p> <p>The following products have been realized:</p> <p>1) Analysis of the female labour market in the Regions of Lazio, Marche and Calabria based on a national regulations book on equal opportunity, constituting a support to the awareness campaign for local public and private actors;</p>
--	--

	<ol style="list-style-type: none"> 2) Documentary analysis on prejudices that relegate women to poorly qualified and poorly paid roles which hinder access to the labour market, constituting a support item to the activity of raising awareness in the local public and private actors, with the goal of removing prejudices; 3) Map of territorial women's services in the Regions of Lazio, Marche and Calabria, constituting a support item to the information activity of access points as well as the creation of a model for connecting services and network protocol; 4) GUIDELINES Experimentation and development of a system of services and initiatives integrated for gender equality, constituting a support item to the creation of the network; 5) Model for connecting services which joins social services, training, information and awareness on an individual and systemic level, aimed at fostering synergies between the entrepreneurial and business worlds, training and personal services system, with an equal opportunity orientation; 6) Network protocol and draft for consent resolution by the local administrations; 7) Model for assessing skills aimed particularly at women with little education and/or with training of a humanities/social nature. <p>Orientation tools for self-evaluation and personal empowerment aimed particularly at women who intend to reenter in the labour market after a long period of absence (unemployed for long period).</p>
<p>Main weaknesses/obstacles</p>	<p>No critical elements found at this time in the implementation of the activities envisioned by the project.</p> <p>The project has a slight delay (two months) with respect to initial forecasts.</p>
<p>Main positive elements</p>	<p>A positive element of the project is found in the intention to foster integration between the support policies for female employment in the territory in the organization of working times and family reconciliation policies.</p> <p>Secondly, some importance is placed on the creation and contribution of the network of subjects built-up around the project, in particular with regards to local bodies and trade unions.</p> <p>Thirdly, it was very useful, with the aim of implementing the activities and envisaged products, the comparison with the best practices of international partnerships.</p> <p>A fourth positive element, that qualifies as strategic and a prerequisite for achieving results, is making the measures territorial. The measures, although extending over the national territory, were circumscribed in their turn in restricted territories, where it was easier to select subjects for the project's support network, which, in their turn, were able to take advantage of their own credibility in the territory, contributing to the success of the project and the achievement of results.</p> <p>The side effects of the project for the actors involved are the acquisition of an operative model based on integration and stable collaboration between public and private services and on a flexible and individualized system for mediating work and family reconciliation. Municipalities and Provinces participating in the network will extend innovative methodologies experimented with over the course of the project actions to their other institutional functions of policy programming for territorial development. The strategy of capitalization and dissemination of innovation is based on the creation of a working group made up of, other than the components of the DS, all of those who deal with social, labour, and training policy, with the task of studying and defining a</p>

	stable model of integration and collaboration between services and other subjects involved.
Innovative elements	The project intends to experiment with methodologies and innovative tools to meet the needs of family conciliation within local bodies, their services, associations and public and private organizations. To that end, the intent is to experiment with a “regulatory scheduling plan” that includes small centers in the network and is better able to satisfy the demands of reconciliation. Furthermore, the project provides for experimentation of innovative models of evaluation and certification of informal skills, particularly of women with little education and/or humanistic or social training. The activities envisioned were implemented in territories in which there was no such presence.
Reproducibility elements	The construction of a network between similar structures with shared objectives is indispensable for the implementation of the envisioned activities, and constitutes both a premise and an objective. The restricted territorialization, secondly, represents, as indicated above, an element of success for the envisioned and implemented activities.
Sustainable elements	The permanence of the Network, above all between local bodies and trade unions, with periodical and constant activities, with exchanges of information and communication, is a fundamental condition for implementing activities such as those envisioned by the project. The presence of activities/products that are not paid directly by the local bodies is the second condition (for example protocols of understanding), however availability of added and integrative economic resources is necessary in order to give to the activities a continuity over time. Finally, it is fundamental to continue and increase training for political and technical personnel who deal with equal opportunity within the public administrations.

Name/title of the best practice	ESS.ER.CI. Rewritten Social Contract
Main actors involved	Italian referent: cooperativa CRAMARS – Tolmezzo (UD) Equal Development Partnership The Ess.Er.Ci. Project partners are: <ul style="list-style-type: none"> • CRAMARS (Head and Project Lead) • Province of Udine • Province of Gorizia • IAL FVG • IRES FVG • FORSER Fvg • The Consortium for social enterprise
Territory coverage	Region of Friuli Venezia Giulia
Financial coverage	Financed with EQUAL II PHASE
Description of the project/experience/strategy	<p>The strategy of the project is to rewrite the rules of the “social contract” between man and woman, a contract that becomes a shared support tool for the implementation of project actions aimed at achieving an effective equality between men and women. The main objective of the project is the dissemination of the approach and gender culture in such environments as private enterprise, social enterprise and public administration. As far as the intermediate beneficiaries are concerned, the intention is to improve the capacities of the Responsibles of human resources in diversity management and increase services for the actors in social enterprises. The objectives for the final beneficiaries are:</p> <ul style="list-style-type: none"> • to increase the availability of family-friendly services, • to foster professional growth for women in small to medium sized enterprise and in public administration; • to increase their presence in political decision-making places and enable flexibility • in the available services
Project/experience/strategy main results and products	<p>The project is subdivided into the following Macro Phases:</p> <ul style="list-style-type: none"> • AWARENESS RAISING: gender study events • REWRITTEN SOCIAL CONTRACT: formal accessions to Ess.Er.Ci. • EXPERIMENTATION: gender workshops • TRAINING: courses in gender democracy • DISSEMINATION: gender events <p>Phase 1: AWARENESS RAISING: gender study events.</p> <p>Implementation of a social awareness raising campaign on the themes of <i>gender mainstreaming</i>, which, through formal and informal networks, has spread the cardinal themes of the project, as well as enabling the drafting, dissemination, and structuring of the contents of the “social contract.”</p> <p>The activities aimed at raising the awareness of the population with the goal of spreading information on the gender culture, the contents of the project and the methods and procedures of the social contract.</p> <p>The first phase of awareness raising (launched in September 2005, will conclude in June 2008) was characterised by the launch of the project through a series of meetings and debates in the territory. The topics under discussion regarded such themes as</p>

WOMEN AND FAMILY, WOMEN AND POLITICS, WOMEN AND WORK and procedures of the Social Contract. The equal opportunity Commissions and Committees from the territory will be involved.

Phase 2: REWRITTEN SOCIAL CONTRACT.

In this phase the partners joining Ess.Er.Ci., network subjects and other spokespeople sign a formal document - the new social contract between men and women.

This action was preceded by the launch of "The Equal Opportunity Manifesto" which includes all the referrals and ideals that stimulated the development of the project. It is made up of 2 parts: the first includes all the legislative and ideological references that served the project (articles from the Italian Constitution, the European Union's Charter of fundamental rights, the Convention on the elimination of every form of discrimination against women CEDAW, the Beijing Platform of Action, the Resolution of the special session of the General Assembly of the UN Beijing+5); the second - destined for mass dissemination - envisions the use of phrases - manifestoes and slogans with high impact messages. The document was translated into Friulano dialect and Slovenian and is the starting point for reaching the next step, the signing of the new Social Contract.

The Equal Opportunity "Manifesto" (paper) was officially presented by the Ess.Er.Ci. project Partners on Friday, the 17th of November, 2006, at the Provincial Hall in Udine and was disseminated throughout the region.

The 29th of January 2007, the signing of the New Social Contract was held at the Teatro Nuovo Giovanni da Udine, in the presence of 1200 people; during the evening, the project partners, public and private Bodies, promoters and participants of experimental workshops, members of the network, all those who embraced the project's principles, participated in the public signing of their commitment.

Phase 3: EXPERIMENTATION: the gender workshops.

The third phase proposes experimentation in the field: this activity was implemented with the *gender workshops* that, through the treatment of cases they select and experiment, in various environments, the application of the principles set out in the "social contract." Each workshop closes with the drafting of a handbook on the workshop.

1. WORKSHOP 'WORKING AND SUCCESS' - the objective is to reinforce the female presence in decision-making places within small to medium-sized businesses in the private sector. The businesses that joined the project, experiment, within the company, with positive actions for their female employees. The workshop envisions involving, on the one hand, high potential women in empowerment courses; on the other hand, enterprise personnel heads in courses for heightening awareness on diversity management;

2. WORKSHOP 'FAMILY & GENDER'S TIMES - women's schedules, life schedules, family schedules - a reconciliation'

The objective is to research the various and possible methods for reconciling life schedules and family schedules, with the goal of fostering access and permanence for women in the labour market. Two territories in the FVG Region were selected,

monitoring was activated in that territory, a mapping of the services was carried out and research begun – a survey on private firms to evaluate the reconciliation needs and enable the conception and experimentation of pilot measures, also thanks to the mobilization of local governance, businesses and services for a system action, that finds its own base in the understanding of the territory.

The workshop also activated an information action involving literature, legislation and best practices for the operators.

3. WORKSHOP `WORKING & CAREER` - deals with courses on careers in the public sector. One goal of the workshop is to foster integration and promotion, within public administration, of women in the hierarchical activities and positions in which they are underrepresented, contributing to the rebalancing of the female presence in positions/levels where a gender gap persists. This is done through focus groups and the distribution of questionnaires aimed at determining the existing situation and awareness campaigns designed to develop awareness within public administration to implement action/plans (Law 196/2000) as well as gender policies for management of Human Resources.

4. WORKSHOP `POWER & ACTIVE LIFE` poses the objective of learning more about the problems of women who participate or wish to participate in political public life. The Workshop is held as part of an experiment in a training project composed of two parts, one classic part that is held in an auditorium and one experimental part that is activated through *political mentoring*; in this phase the female students, who intend to follow an active political path, work with some of the women who are already politically involved. The workshop is held thanks to the involvement of the regional political parties.

5. WORKSHOP `POWER & DIVERSITY` - analyzes diversity as a value by introducing a tool for gender budgeting. The aim of the workshop is to define and activate gender budgeting experimentation in some areas of public administration. In certain provincial and municipal administrations, an agreement was made to analyze the population in a gender perspective, and an awareness campaign was implemented both for the administrators and for the employed personnel. A training course on gender sensitive budgeting was also held by an expert on the subject with the aim of later transferring acquired skills to concrete actions within that same body.

6. WORKSHOP `FAMILY & FRIENDLY SERVICES` - will experiment with the organization of friendly services in an urban area. These will be flexible paid services supplied by private businesses to the population (women and families). These paid services will be supplied in the home to children and the elderly. The nature of the supply and demand will be verified in the private market of home care services, including the economic feasibility and future organizational problems that could influence the activity, the methods for regulating it and characteristics of the available personnel.

Phase 4. TRAINING: Courses in gender democracy

The training is distinguished by two brief training courses: one dedicated to people who work in the field of equal opportunity and further examines aspects such as Women and Work, Women and Politics, Women and Family; a second course, aimed at the

	<p>female population and held in three locations, features courses in empowerment, communication and self esteem with a gender perspective. Another didactic experiment has made it possible to activate a training course/apprenticeship allowing to earn training credits to become a Social-Health Worker. This course was created to guarantee the greatest flexibility with respect to the conciliation needs expressed.</p> <p>Phase 5. DISSEMINATION: gender events. At the end of the various workshops, activities handled by the Institutions involved will be carried out throughout the territory, in order to communicate the experiences implemented, the products created and the best practices achieved.</p>
Main weaknesses/obstacles	No critical element has been found at the moment in the implementation of the activities envisioned by the project.
Main positive elements	<p>The project proposes experimentations using diverse groups of beneficiaries: women employees in private and public enterprise, women who would like to participate in active life, or simply who intend to better reconcile living time with working time. Therefore, with the awareness campaign, it also offers the chance to experiment, using various workshops, with the concept of professional growth for the women involved. Although provisions are for actions in favor of women, the project proposes to involve also men to consolidate those objectives over time, following the same project aim of promoting a new social contract between men and women.</p> <p>Another positive element of the project is the method with which the mainstream activities were conceived.</p> <p>At a horizontal level the mainstreaming was carried out by experimenting with new models/products/services that could be taken in by other local systems, thanks to the institutional representation and aim of the composition of the DP (training and research bodies, public administration, small and medium enterprise) and extensive dissemination throughout the territory.</p> <p>At a vertical level however, the provision is for the creation of a stable partnership between diverse subjects to program equal opportunity policies. At the national level the provision is for the activation of contacts and consolidation of networks with the national equality organizations, the associations, national labour and management and the other geographical and sectorial Equal projects..</p> <p>A fundamental role in the mainstreaming is played in the project by the “facilitator” who will ensure the dissemination of policies experimented externally and will involve the members of the DP in considering the approach method to the problem of gender. In particular, the “facilitator” will foster the taking of positions and assumption of commitment by public and private subjects, who also promote forms of “positive discrimination” in favor of women, spreading the capacity to interpret the context, not only in terms of gender mainstreaming, but also with a “gender bias.”</p>
Innovative elements	<p>The main innovation lies in an integrated approach to problems that considers diverse aspects and needs gleaned from the beneficiaries themselves.</p> <p>The second innovative element lies in the strong transferability that the project wants to have. The best practices manuals for each workshop will contain tools for duplicating the project in other places. Some duplicated experiences of agreement can already be seen between the local bodies and subjects throughout the territory, as well as</p>

	<p>with those who have joined the Network. Some municipalities in the territory involved in the awareness campaigns already carried out, in fact, are preparing agreement protocols for the territory, using the objectives envisaged by the social contract regarding gender equal opportunity.</p> <p>Other innovative elements:</p> <ul style="list-style-type: none"> - interinstitutional and interorganizational collaboration model. It involves the actors of the DP, as well as experiences in cooperation and coordination between public and private operators; - the design of models that can be concretely applied to businesses and the public sector and models for the organization of schedules and services; - integrated approach to the problem of gender that becomes concrete with the signing of the new “social contract.”
<p>Reproducibility elements</p>	<p>The main element that could contribute to the implementation of similar activities and experiences in other territories is the presence of a political and cultural context that is aware and favorable to gender issues.</p> <p>To that end, the presence and consolidation of a network of public and, above all, private subjects, constitutes at the same time a project objective and a prerequisite for the reproducibility and sustainability of the initiatives over time.</p> <p>Furthermore, a close linkage with the territory is extremely important, in order to widely involve all the resources present in the territory.</p> <p>To this fundamental aspect it is necessary to add continuous awareness raising, information and communication of the themes and results achieved throughout the territory involved, with the aim of consolidating and expanding the network and the audience of public and private subjects involved in forms of collaboration and development of activities. In particular, the involvement of social stakeholders and, above all, enterprises in the territory, committed to experimenting new forms of labour organization that facilitate reconciliation, is an important element for the reproducibility throughout the territory and for the future sustainability of the initiatives.</p> <p>Finally, the training of political and administrative personnel, but also within businesses, on the topic of gender (also with specific skills in communication), is an important element for implementing activities and therefore for the further reproducibility and sustainability over time.</p>
<p>Sustainable elements</p>	<p>All the reproducibility factors indicated also represent the requirements for sustainability of the project activities over time.</p> <p>The presence and distribution of professional capabilities, in the public and private sectors, in the areas of equal opportunity but also integrated with other skills, such as communication, and for the private bodies, human resources management, has to be specially noticed.</p>

Name/title of the best practice	Sistema Gender Friendly (Gender Friendly System)
Main actors involved	<p>Italian referent: UGL – Unione Generale del Lavoro (General Labour Union) Equal Development Partnership</p> <ul style="list-style-type: none"> • UGL, UTL ROMA - UNIONE TERRITORIALE DEL LAVORO ROMA (TERRITORIAL LABOUR UNION ROME) • AS.FO.L -ASSOCIAZIONE per la FORMAZIONE al LAVORO (ASSOCIATION for VOCATIONAL TRAINING) • CRIO Società Cooperativa di Consulenza (Cooperative Consultancy Association) • FEDERTERZIARIO -FEDERAZIONE TERZIARIO SERVIZI, LAVORO AUTONOMO E PICCOLA IMPRESA (FEDERATION of TERTIARY SERVICES, AUTONOMOUS LABOUR AND SMALL ENTERPRISE) • GANDALF Piccola Società Cooperativa a r.l. (Small Business Cooperative)
Territory coverage	Lazio Region
Financial coverage	Financed with EQUAL II PHASE
Description of the project/experience/strategy	<p>Despite the commitment of “women’s coordination” within the Union, the gender mainstreaming strategy in collective bargaining emerges as rather weak. This problem is particularly relevant in the light of the Biagi Reform of the labour market (Law 30/01 and implementation decrees), that changes the organization of labour, professional and life schedules and types of contract. The law has different implications depending on the workers to which it is applied, considered not simply as workers, but men or women, Italian or foreigners.</p> <p>The project intends to undertake an integrated system action in the region of Lazio, that focuses on implementing gender mainstreaming within unions and employment organizations, attempting to provide concrete solutions, adopting various paths and tools that go from training to experimentation, information/awareness and comparison with the employers on themes of gender mainstreaming. In particular the project aims at:</p> <ul style="list-style-type: none"> • fostering the adoption and dissemination of gender assessment at a systemic level; • fostering the requalification of human resources management, making ad hoc tools available; • providing a kit on gender oriented contract bargaining and training/experimental actions related to it; • promoting the gender approach; • involving labour and management in the mainstreaming action. <p>This model is experimented in collaboration with entrepreneurs/employers involved in the Development Partnership.</p>
Project/experience/strategy main results and products	<p>The project intends to deal with the low incidence of the gender perspective in union activities and above all in the collective bargaining. Consequently, after a preliminary analysis of the problem performed at the seat of the union representative of the various professional categories and by the research and training body, the DS strategy led to the choice of the future partners.</p> <p>In particular, the decision to directly involve the labour market employing component in the partnership with an active role, represented a concrete field choice, in as much</p>

as to make a difference to bargaining it is necessary for labour and management to share problems and plan operative tools that meet the real existing needs.

The enterprises will therefore be the concrete object of experimentation. In particular, it has been chosen, as the employer counterpart, an organization representing a very high percentage of cooperatives, as well as small and medium-sized businesses, constituting the most widespread kind of enterprise in the territory. These cooperatives, apart from being a privileged pool of female employment as for problems related to size, often are not equipped to develop gender policies along with production policies. Furthermore, the choice of ASFOL and CRIO represents a bond of continuity with other initiatives related to the ESF in the territory, in the philosophy of measures that aim to promote social inclusion through suitable human resource management.

Thanks to its experience, the UTL was involved in the relationships with other European countries, contributing to the Transnational Coordination in the area of partnership.

Specific objectives:

- to select the mechanisms for training on gender stereotypes in the union;
- to experiment and disseminate at a national level tools for surveying, analysing and monitoring the gender mainstreaming principle;
- to create professional coordination profiles of the process of gender mainstreaming such as: “The expert in Gender Mainstreaming” and the trade unionist “Head of gender sensitive contract bargaining”;
- To promote gender mainstreaming in trade union bargaining;
- to open front office structures on the theme of equal opportunity;
- to disseminate the information on services and opportunities for conciliation with the gender friendly image in the trade union.

The project provides for the development of the following phases and related products/results.

1 – Survey on the reasons for the lack of gender perspective in the labour market and trade unions, with the following contents:

- a) gender perspective within the structures of trade unions and employers, aimed at identifying the “unrecognized” dimension of equal opportunity as a problem and to reveal the gender stereotyping that hides behind the language and predisposition of ad hoc contract bargaining;
- b) interpretation of the signs of gender segregation in work, with the aim of detecting the knowledge/skill gap in the range of segregation phenomena in the labour market, with attention to the application of recent reform in the labour market;
- c) recognition of the gender dimension in life-work conciliation, to understand the perception/knowledge of the legislative tools on the subject, as well as the existing opportunities for the various categories of worker and the incentive mechanisms;
- d) female orientated interpretation of the contract bargaining and the labour market reform.

2 - Programming of tools, in particular:

- a) tools for planning the gender perspective (how one operatively plans measures that take into account the respective differences between men and women), the costs, the opportunities, the risks (SWOT analyses);
- b) tools for monitoring gender assessment (how one measures the effects of the medium to long-term period indicated approach);
- c) setting up of the kit "gender sensitive contract bargaining" including the tools, the operative cases, the application examples;
- d) presentation of the kit to the network.

3 - Human resources mainstreaming:

- a) "ad hoc" training for the position of "Gender Mainstreaming Expert", training of trade union personnel for "Head of gender oriented contract bargaining" on the topics of the gender oriented contract bargaining kit within the structure;
- b) training of employers on methods to apply the kit containing tools for "gender oriented contract bargaining";
- c) the startup of experimentations in the sample enterprises.

4 - Setting up of HER - HIM access points:

- a) setting up of physical and telematic reference points (HER-HIM access points) in various branches of the trade union on the themes of gender oriented contract bargaining, segregation and life - work reconciliation, with the role of supplying information and advice, also for all the social economic actors in the territory;
- b) programming of multimedia training material for all the branches of the trade union on themes of responsibilities of the access points.

The HER-HIM access points are intended to be permanent fixtures also at the end of the project. At the moment, 3 access points are being set up, two at the UGL (General Work Union), offices in Terracina (province of Latina) and Rome and one in collaboration with the Municipality XX in Rome.

5 - Mainstreaming of the approach (Information/awareness in the territory).

Main weaknesses/obstacles

In the area of Project strategy, the greatest difficulty is involving the employer associations in gender mainstreaming work processes. There is very little attention given to themes of gender equal opportunity and gender mainstreaming by private business and employer associations, while their involvement and active contribution in modifying the work processes and the contract bargaining processes is much greater.

Main positive elements

Such experimentation arises out of a logic of sporadic positive action to truly become a system project. In particular, the collaboration between the trade union and the employer associations represents a positive and innovative factor in the project and in the implemented strategy, though still remaining a critical point as indicated above. What has proved positive and useful to the implementation of the activities (in particular the HER-HIM access points) is the collaboration with the Public Administration (in this particular case with the Municipality XX in Rome).

In the same way, the creation of local "concertation" tables between public and private subjects to analyze and conceive proposals for reconciliation between work and public services, is a positive and innovative element in the strategy planning.

Innovative elements

The measure appears to be innovative in many ways.

In the first place, the higher attention to gender dimension in trade union activities and contract bargaining is an objective declared by the programming documents in all the organizations, considering also the institutional presence of equal opportunity committees. The real problem lies in the constant implementation over time, not tied to sporadic measures or measures with a high image impact.

The current DP, therefore, intends to have a greater influence on the innovation processes, taking action with regards to the methods by which gender mainstreaming becomes a system, in the trade union activities and contract bargaining, setting out a path that, from the survey and definition of “ad hoc” tools, concertized with employers, makes ordinary contract bargaining methods more functional and easier to integrate.

The innovation in this sense is also the context, because cooperation between the trade unions and employers represents a new and original theme, inasmuch as it arises spontaneously out of the sharing of a problem and is not the result of a contractual obligation, but aimed at achieving a common result.

The DP intends to stimulate various changes (uniformity in the processes, skills and management of human resources and ordinary work, coordination of an “ad hoc” profile for the head of mainstreaming, etc.) within the employing structure with the aim of representing a case of best practices to be extended to the other confederal trade union organizations. Furthermore, there is provision for the stipulation of protocols or experimentations with types of contract bargaining that formally incorporate the gender approach developed by the DP for the enterprises.

Reproducibility elements The main contribution to the implementation of similar activities and experiences in other territories is the existence of a political and cultural context that is aware of and favorable to gender themes.

To that end, the presence and consolidation of the network of public subjects and, above all, private, is at the same time an objective of the project and a prerequisite for the reproducibility and sustainability of the initiatives over time.

Involvement of the local Public Administration in some activities (HER-HIM access points) represents, furthermore, a factor of reproducibility and sustainability over time.

Finally, the training of the trade union personnel that handle contract bargaining represents a fundamental element for the implementation of activities and therefore for their reproducibility and sustainability over time.

Sustainable elements

All the reproducibility factors indicated also represent prerequisites for the sustainability of the project activities over time.

It needs to be pointed out the importance of the presence and dissemination of professional skills and operative tools (contract bargaining and legislation tied to the theme of gender oriented equal opportunity) within the trade union.

The continuous upgrading and training in this area are indispensable for the sustainability over time of the activity and for reinforcing the focus on gender in contract bargaining.

As regards the gender equality information and advice access points, there needs to be continuous and lasting involvement of the Public Administration, together with the necessary human resources and financing.

All the activities (whether within the trade unions or outside of them) obviously need

strong support from male/female heads and, therefore, a strong political will in the managing structure of the trade union as well as in the employer associations or the public administrations involved.

Name/title of the best practice	Progetto di analisi retributiva finalizzata alla parità salariale (Project: wage analysis for wage equality)
Main actors involved	Province of Bologna, Municipality of Ferrara, Municipality of Imola, Municipality of Malalbergo, Municipality of Pianoro
Territory coverage	Provincial territory of Bologna and the Region of Emilia Romagna
Financial coverage	Province of Bologna
Description of the project/experience/strategy	<p>The province of Bologna, under the Triennial Plan of positive Actions 2004-2006, singled out wage equality as one of the strategic elements for implementing positive actions aimed at planning changes and innovative solutions capable of radically changing some presuppositions that may influence the enforcement of community regulations, as well as national regulations.</p> <p>The implementation of this project in a homogenous territory, such as the Province of Bologna, aimed at supplying local Public Administration and the Council on Equal Opportunities with the following opportunities:</p> <ul style="list-style-type: none"> • To have an overall homogenous picture of the gender imbalances within Public Administration; • To have a tool that from the overall picture makes it possible to further examine each Body; • To have available a mapping of the present wage situation within the body that highlights, for each profile or category, or group of homogenous profiles, the average wage level and the gaps in this, highlighting the items that condition the differences (for example, discomfort and risk allowances ; • To promote positive support actions to rebalance wages and presences within the organization, through direct actions within the Body (decentralized contract bargaining); • To have available information to be used in trade union negotiation, at a decentralized and first level, with the objective of promoting actions to rebalance the inequalities or to contain the intensification of those differences; • Creation of a network of Bodies that, through homogenous analyses, can define benchmarks about personnel and wage levels (analyses of both gender and the overall organization); • To have available a system that makes it possible to carry out simulations on the economic impact that variation in wage would make on the Body's budget. <p>Through this project, started up in 2002, but made public on the 26th of February 2004 in occasion of a convention followed by national reverberation and numerous articles in leading papers, the Province of Bologna revealed the existence, within its own organization, both of a significant wage difference – analyzed by job performance of analogous worth - and the existence of horizontal and vertical gender segregation, often the cause of differences in the surveyed salaries.</p> <p>The research for the years 2003, 2004 and 2005 is currently in its final stage. This research was carried out for the Province of Bologna and for some bodies that began the project through the direct support of the Provincial Government of Bologna: Municipality of Ferrara, Municipality of Imola, Municipality of Malalbergo, Municipality of Pianoro.</p>

Strategy

Initially, the Province of Bologna needed to objectify the perception of the salary difference found in their own organization, in order to have elements with which making a comparison with the trade unions and arriving at effective solutions.

Following the first analysis, a great deal of useful information, even unexpected, emerged. This piece of information showed both salary differences between genders, and significant differences between personnel of the same gender operating in different areas of the organization. Furthermore critical points emerged regarding the gender representation in the various organizational roles, often representing the cause of the surveyed differences. For those reasons the project was baptized with the acronym P.O.T.e Re. (Equal Opportunity Time and Retribution).

Following these analyses, the Province of Bologna defined a new strategy for the implementation of the project that bases its own premise on the fact that the critical points conditioning the wage differences and the functional gender segregation levels measured in the various administrations, are not effectively manageable with a single measure for each body. There needs to be an administration network that, through coordinated work, promotes research, creates awareness of the noticed critical points within its own structure, experiments with innovative solutions and disseminates the results of those innovations both to the other administrations belonging to the network and to ARAN. ARAN, the representative for the public employment first level contract bargaining, will have to become a national spokesperson for the changes at the CCNL (national labour contracts) necessary to eliminate barriers to real wage equality.

Project/experience/strategy
main results and products

Following this research the Provincial Administration, in order to promote equality policies, started a strategy aimed, on the one hand, at internally promoting actions to reduce or, at least, initiate corrective policies, and on the other hand, at starting up an awareness campaign, to promote research in other national administrations, through direct financing from the Province, in order to carry out research that highlights elements of homogeneity with other bodies.

The corrective policies in the main branch of the administration began during the decentralized contract bargaining to renew the agreement of the Body; the Administration in the directives for the platform for the new decentralized contract, in the autumn of 2004, formulated some general principles including that of guaranteeing equal opportunity to personnel through the use of the decentralized fund of the CCNL ((national labour contract).

The decentralized contract 2002/2005 centered on the concept of wage equality, providing for a series of parameters for taking into account the complexity, the skills and responsibility as the three elements of equal importance for the weight of organizational positions and attribution of a job indemnity connected to particular responsibilities.

In the summer of 2006 an integrative agreement of the decentralized contract was reached, revising, among other things, the whole job indemnity system, guaranteeing, in the trade union agreements, the introduction of the wage equality principle for job performance of analogous worth.

As far as dissemination of the analysis on wage differences is concerned, the actions carried out by the Provincial Administration led to, after a timid start, very significant results.

Following the analysis carried out by the Province of Bologna, the theme of wage

differences within the public administration, previously considered by most persons as non remarkable because the system is regulated by the CCNL, has become a very current and relevant theme.

The research by the Province of Bologna supplied numerous starting points for researches on the subject. Among the most important project dissemination initiatives was the presentation at the communication fair of Bologna – COMPA in 2005 – and an analogous research, matured following the research by the Province, both presented at a convention on wage differences promoted by Isfol again in 2005. In 2006, the Province of Bologna's project was presented at the National Network of female Equality Councillors on "Gender Policies, Budgets and Statistics" at the Ministry of Welfare; again in 2006 the Province's research was presented at the convention promoted by the female Councillor on Equality of the Region of Valle d'Aosta "From Saying to Doing" and obtained wide consensus and joining to the initiative by the Region of Valle d'Aosta. There have been other initiatives in which the project was presented and obtained significant consent from many bodies and institutions including one that which should be named, the Union of the Provinces of Italy.

Through the dissemination initiatives promoted and supported by the Provincial Administration of Bologna, the project was implemented in various Italian administrations: Municipality of Reggio Emilia, Municipality of Siena, Ministry of Productive Activities, Province of Naples, Region of Valle d'Aosta.

Finally, many other administrations of the Province of Bologna and other Italian Provinces have shown their interest.

With the termination of the research carried out in various bodies, it will be possible to have an organizational picture of wage differences and career differences within the Italian Public Administration, making it possible to consolidate the creation of the network that represents the second phase of the project promoted by the Provincial Administration of Bologna.

Main weaknesses/obstacles

The project is characterized by the fact that it is a management tool and does not represent, therefore, a static and occasional analysis. This characteristic, which is the strong point of the project, inasmuch it allows the project to be dynamic and systematically reusable, also represents the greatest critical point for a rapid application.

As a matter of fact the bodies that intend to begin research must supply on computer graphs data derived from the legal and economic system of the personnel that at times, for a lack in database management, does not exist (limiting but not hindering the analysis) and in other cases, it cannot be supplied without the help of the software company that manages the computer programs.

Apart from this critical point, of a primarily technical nature, some difficulty connected to an awareness of the problem has been noticed. Often in public administrations it is maintained that the problem of wage difference cannot exist because the system is regulated at a national level. This lack in awareness calls a halt to project sharing and the start of research.

Lastly, it emerged, above all for smaller bodies, that it was difficult to select referents and project heads, and this lack created delays in carrying out the research and at times made it impossible to deal in an organized and systematic manner with the startup of the chosen actions and possible solutions to the problems encountered.

Main positive elements	<p>Following the research by the Province of Bologna, and the subsequent activities of disseminating the results, it emerged an increase in the awareness of the importance of the theme in the national territory. It was also shown that within public administrations, often mistakenly considered as non discriminatory working places, there can be significant discrimination both on a wage level as well as that of access to positions and careers paths.</p> <p>From the analyses carried out, it also emerged that various bodies adopt unconsciously discriminating behaviors towards subjects with greater family reconciliation problems, with the effect of representing a non homogenous gender in the organization and differences in recognizing secondary salary quotas that lead to wage differences.</p> <p>It therefore emerged that the wage differences, those of access to positions and those of career, are the consequence of the same unconscious error: the management of the public organization as a “rigid model”.</p>
Innovative elements	<p>The most innovative element of the project, considering the theme of equal opportunity it is connected to, is represented by the fact of having a managerial approach to handling wage and career differences and representing a strategic management tool for political Administration. A tool which is able to run the personnel, the equal opportunities and the operational management. Through the application of this project methodology, it is possible to perform the analysis systematically and not on the spot, to detect the causes of the discriminations under analysis, to define the most effective measures and finally to verify whether or not the measures adopted had a positive outcome.</p> <p>The phases are:</p> <ul style="list-style-type: none"> • to create a tool to monitor the existing differences; • to analyze the data and identify the causes; • to define the corrective measures (to integrate into the PAP-Positive Actions Plan); • to implement the defined measures; • to evaluate their effectiveness by monitoring them again.
Reproducibility elements	<p>The carrying out of research in the other Public Administrations, implemented with support from the Province of Bologna, attests to the transferability of the action, therefore its reproducibility, aimed at heightening awareness and directly involving other Local Bodies, in a widespread sharing of initiatives that encourage not only equality but also the modernization of the bodies in terms of equal opportunity.</p> <p>In the case of the Positive Action on wage equality, the concept of transferability takes on a strategic value. The initiative to create a network of Municipalities in the Province of Bologna represents the first step for the Constitution of the national network for wage analysis in local bodies. The envisaged actions are:</p> <ul style="list-style-type: none"> • the promotion of a network of bodies that proposes changes to the CCNL in order to guarantee wage rebalancing without making an impact on the internal trade union relationships; • the creation of a network of bodies that through homogenous analysis can create benchmarks to assess personnel performance and wage levels.

Sustainable elements

The strategic sustainability of the project is based on the capacity to keep active and expand the network already promoted by the Province of Bologna. This approach would provide more elements for analysis and experiment, and in an efficient way, with plans of action to be implemented within the bodies and initiatives to develop at a national level with the involvement of ARAN (Agency for the Bargaining Representation of Public Administrations), UPI (Union Italian Provinces), ANCI (National Association of Italian Municipalities) and the trade unions.

To achieve this goal, a greater political push within the public administrations already involved or to be involved in the project would be needed.

The Province of Bologna represents the network reference point for the project, in that it has for some time been starting up promotion initiatives, direct support to research, as well as discussion and in-depth examinations tables with the administrations that have worked on the project.

Name/title of the best practice	CReOinRete
Main actors involved	<p>Region of Campania – P.O. (Operational Program) Department – P.O. Service through the Measure 3.14 of the Operational Program(OP) Campania 2000-2006</p> <p>The measure for the implementation of Employability Centers for Women is run by the Region and provides for the stipulation of an Experimental Protocol with the Provinces and the lead Municipalities. These Bodies have implemented the measures, utilizing outside Businesses, primarily in the form of ATI (Temporary Business Association), or through the use of outsourcing of professionals, selected through public tenders. The Sector Resource and Employability Centers for Women and the Workshops/Work sites included in the regional project, are managed by multiactors partnerships, selected again through Public Notice, including Local Public Bodies, enterprises and third sector businesses, employer associations and trade union associations, and the binding presence of a female organization</p>
Territory coverage	Region of Campania, with wide coverage of the territory including Provinces and Municipalities
Financial coverage	OP Campania Measure 3.14 - “Promotion of female participation in the labour market” (Total amount: 28,807.000 Euro)
Description of the project/experience/strategy	<p>The project in its globality represents a truly integrated system whose center is evidently, the activation of actions specifically destined for women, but at the same time aimed at triggering a cultural change by experimenting with innovative procedures throughout the whole regional territory, in order to foster female participation in the processes of local development on the whole.</p> <p>The project’s objective is to promote female employability by creating “physical places” in which to implement measures, of the training or nontraining type, and services in an integrated logic based on the specific needs of the territory.</p> <p>The project’s priority objective is to improve female employability with a detailed and flexible job supply that meets the various needs of women. There are two macro types of services for this: the Resource and Female Employability Centers, some of which are specialized in specific economic sectors (tourism and crafts, agriculture and environment, science and technology) consistent with the territorial characteristics, and the Territorial Workshops/Worksites for planning and experimenting local strategies to increase female employability.</p> <p>Regarding the first type, these are services that supply information on the labour market and territorial opportunities, through such activities as: Job-hunting Orientation; Recognizing needs; Skill budgeting; Job choice orientation; Autonomous and entrepreneurial work orientation; Basic training; Thematic seminars; Specialized consultancy. Auxiliary services: Baby parking, Time banks, Intercultural mediation.</p> <p>The Territorial Workshops/Worksites represent a more complex strategy, where female employability falls under a more complex process of territorial innovation. The main services implemented with this measure provide for: the institution of a territorial Mainstreaming Protection Committee, Time Bank Planning, the discerning of women’s needs and promotion of women’s participation in social, economic and institutional contexts, integrated services to diagnose skills with brief training courses. Activation of cultural mediation services and integration for immigrant women.</p>

Project/experience/strategy main results and products	<p>The project started with the definition of an experimental Agreement <i>Protocol</i> between the Region, the Provinces and Municipalities that made it possible to create 11 Women's Resources and Employability Centers, to implement the partnership networks and create a team of Equal Opportunity promoters.</p> <p>Through public notice 3 more Specialized Centers in the economic, agriculture and environmental sectors were created (as well as environment, tourism and crafts, science and technology) and 25 territorial workshops and worksites for experimenting local strategies for female employability.</p> <p><i>One regional Network</i> was also activated, constituted by the Table for labour and management (this is the Operational Program "declination" of the regional labour and management table made up of 18 employer and trade union organizations), the Forum of Female Administrators (organization of women with political roles in the territory) the Committee of female experts for mainstreaming and empowerment in educational and training processes, 10 municipal and provincial partnership Networks with the local systems (economic, trade union, political associations and women's associations).</p> <p>With specific reference to the users of the centres, 33,409 women altogether (inactive, unemployed, unoccupied, occupied, etc.) turned to the 11 COF (Orientation and Training Centres) while 14,463 women turned to Sector Resource Centers and Territorial Workshops and Worksites.</p> <p>In regards to the age of the users, 60% were between the ages of 20 and 34 years, 27% were between 35 and 44 years, 6% were between 45 and 49 years, while 3.4% were younger than 20 years and 2.1% were older than 50.</p> <p>Another indicator revealed the level of education of the users:</p> <ul style="list-style-type: none"> • 1.3% No educational credential • 18.6% Middle school diploma • 65.6% High school diploma • 10.3% University degree • 4.2% Professional qualification. <p><i>(The data was processed March 2006 - The data is still being processed because some of the Services are still active)</i></p> <p>The project of the Campania Region produced the following publications: <i>Guida CreoinRete (Guide) - Resource and Employability Centres for the women of Campania</i> - edition 2004 - reprint 2005 <i>Creoinrete. Resource and Employability Centers - First Considerations</i>, edition 2006.</p> <p>It should also be emphasized that in the individual territories many studies and research projects were merged into publications, in some cases with multimedia support.</p>
Main weaknesses/obstacles	Weak elements can be seen in the slowness of administrative procedures on the part of the Local Bodies and the poor awareness of themes of equal opportunity
Main positive elements	The promotion of the equal opportunity culture and female participation in the labour market through the strategy of female employability. The measure had the merit of touching a very vast territory, and through involvement of diverse actors from Institutions to labour and management, economic and women's institutions, it was possible to create a project that met the specific needs of the individual territories.

	<p>One successful element of the initiative is the number and variety of subjects involved: many Local Administrations, many partnerships in which the same Administrations integrated with other local actors, with women's representatives, in primis, but also with entrepreneurs, trade unions and the third sector.</p> <p>A conspicuous number of women with different, education levels, professional and family conditions, were involved both as users of the services offered and as operators in the initiatives activated.</p> <p>There was also very careful monitoring with close attention given to the relevant aspects of gender.</p>
Innovative elements	<p>Within a single strategic framework, the initiative joins various types of actions all characterized by strong adherence to the specific territorial needs. The mobilization of a large number of subjects represents the main element of innovation with the widespread use of network methodology.</p> <p>In the first phase of startup of the Women's Employability Centers, the use of the Mobile Units turned out to be relevant, units such as campers, or gazebos in specific reference areas for women. Their purpose was to intercept and communicate with a particular type of user that might risk social exclusion.</p> <p>With the Experimental Protocol of Understanding, provision was made for the use of a female promoter of equal opportunity for the province.</p>
Reproducibility elements	<p>This is a reproducible model with a homogenous approach to active labour policies, consistent with locations in the territory and grafted to the local development system.</p>
Sustainable elements	<p>The involvement of the Local Bodies right from the start of the project served to provoke consideration, at the same time, of the experimentation of the innovative service also in terms of its own sustainability outside of forms of financing beyond of the Bodies. This is a process that the Local Bodies are evaluating in this last phase of financing. In fact the intention, on the part of the region, to finance the second phase of the Protocol of Understanding with the Local Bodies, was to enable the consolidation of the territorial service.</p> <p>Pursuing the measure necessarily requires a strong public commitment and an equally heavy allocation of funds. Future community programming could offer spaces and opportunities in this sense.</p>

Name/title of the best practice	Atto di indirizzo in materia di parità di genere nelle nomine di competenza della Giunta Regionale (Guidelines act on Gender Equal Opportunity for Elections to the Regional Council)
Main actors involved	Region of Campania
Territory coverage	Regional territory
Financial coverage	Not available
Description of the project/experience/strategy	<p>The Regional Council of Campania, on the proposal of the woman Council member for Equal Opportunity, approved (Resolution number 1368) a “Guidelines act for gender equal opportunity in elections to the Regional Council” that provides for the application of the equal opportunity principle between men and women in the composition of the organs of administration, management and control of the Bodies or regional public or semi-public companies, majority or minority share, when the Regional Council is charged of making appointments.</p> <p>The assumption of the principles enounced in the Guidelines Act provides for the removal of every form of barrier such as behaviors, practices, criteria, provisions and pacts, that could prevent or slow down equal participation in the decision-making processes in such organs as those mentioned above.</p> <p>The Bodies are invited, wherever necessary, to review the Statutes with the goal of ensuring an equal gender presence.</p> <p>The Equal Opportunity Council of the Region of Campania made provision for the extended dissemination of the text approved through the organization of meetings and roundtables at a regional and territorial level, with the presence of the woman Councillor.</p> <p>With the Act the Region is committed to:</p> <ul style="list-style-type: none"> - abide by, in elections of nominees, in the Bodies, Regional public or semi-public companies, both with a majority or minority regional share, the principle of gender equality in the composition of administration, management and control organs, promoting the equal presence of each gender, removing the barriers (behaviors, practices, criteria, provisions, pacts and/or acts) that prevent equal participation, and attributing to men and women equal opportunities in elections within the organs of administration, management and control; - to promote, in the Bodies or in semi-public companies with a Campania Region minority share, when the Region takes part in the elections, the gender equality principle in the composition of the administrative organs; - invites the competent organizations to include in the statutes of the Bodies and organizations such as those above, provisions aimed at ensuring the equal presence of women and men within the organs of association, administration and control; - invites the above-mentioned organs to supply within six months from the date of approval of the present resolution to the Equal opportunity Council, a monitoring report on the gender conditions within the organs of administration, management and control of the above-mentioned bodies and on the effects of the application of the present resolution; - entrusts to the Equal Opportunity Council the task of selecting methods and actions aimed at the dissemination and awareness raising of the principals pronounced in the present guidelines act in the local bodies and entrepreneurial associations and

	cooperatives in the Region of Campania, with the aim of promoting the adoption of behavioral guidelines which are in synergy with gender policies in the regional territory.
Project/experience/strategy main results and products	There is provision for the drafting of a report on the monitoring/verification of the application of the guidelines.
Main weaknesses/obstacles	The concrete application is affected the presence of prejudices towards gender equality.
Main positive elements	The presence of a notable awareness of gender questions in the regional government organs constitutes a favorable environment for the adoption of positive practices for the promotion of the Equal Opportunities. Some provincial administrations plan to replicate the Guidelines Act in their own branches.
Innovative elements	The startup of a process of cultural change in working environments where the female presence is underrepresented.
Reproducibility elements	Potentially these are actions that are “easily” reproducible (from the regulatory and procedural point of view) at the various levels of local government (by other Italian regions, provinces, municipalities) apart from the national level. The guidelines act was received with interest by other administrations in Campania, in particular in the Provinces of Benevento and Salerno, and procedures to replicate the guidelines act at a territorial level were begun.
Sustainable elements	Considering the nature of a guideline act, the “sustainability” is strongly dependent on the political context and the relative commitment with respect to gender problems.

Name/title of the best practice	Azioni di conciliazione nell'ambito dei Piani Sociali di zona di cui alla L. 328/2000 (Conciliation actions for the Social Zone Plans according to Law 328/2000)
Main actors involved	Municipalities leading the Social Plans
Territory coverage	Regional Territory
Financial coverage	OP (Operational Program) Campania 2000-2006 Measure 3.14 and Measure 3.21 Economic Resources: 6 Million Euros
Description of the project/experience/strategy	<p>The theme of reconciliation of living and working schedules is one of the central elements in the policies on equal opportunity.</p> <p>The Region of Campania, the Equal Opportunity Council and the relative Service, since 2001, have included this priority in the strategic programming for the policies implemented for equality between men and women, whether in ordinary management or in regard to the Structural Funds. This intent is, in this case, translated into the Measure 3.14 “Promotion of female participation in the labour market”, in the estimate of the various Services and measures aimed at women, accompanying measures, able to foster reconciliation of living and working schedules. Various examples can be found in the babysitting agencies and Time Banks activated in the branches of Centers for Female Employability.</p> <p>Closely tied to the problem of women and work are the policies on infancy, that can more or less facilitate reconciliation between living and working schedules. In fact, often an important factor in the working decisions of women when they are also mothers is a widespread presence of care services.</p> <p>Programming along these lines has been planned and is being implemented in the form of the recent reconciliation measure financed with the Measure 3.14 of the OP Campania 2000-2006 in synergy with the Measure 3.21 again of the OP Campania 2000-2006 with the aim of integrating the resources of the Area Social Plans with Resources from the Measure 3.14 to be destined to the different lead Managing Bodies in the territory on the basis of three criteria which are: the resident population, the population of minors between the ages of zero and five years, the family nuclei.</p> <p>This action is aimed specifically at the activation of infancy services and/or aimed at families in conditions to improve the management of living and working schedules.</p>
Project/experience/strategy main results and products	<p>Of the 52 territorial areas of the Region of Campania, 46 (equal to approximately 90%) presented project proposals.</p> <p>Territorial distribution and type of measures:</p> <p>PROVINCE OF AVELLINO: 8 Projects for creating Nursery Schools and Support Services for Parents.</p> <p>PROVINCE OF BENEVENTO: 5 Projects for creating Playschools and Support Services for Parents.</p> <p>PROVINCE OF CASERTA: 10 Projects for creating Social Education Services for Infancy, Playschools, Home care services, Nursery schools</p> <p>PROVINCE OF NAPOLI: 14 Projects to create: Support and orientation services for women with disabled to care for, Social Education services for early childhood, Home care services, Playschools, day nurseries run by mothers, with the activation of eight sections located in two municipalities of the city of Naples.</p>

	PROVINCE OF SALERNO: 9 projects to create: Home care services, Neighborhood nurseries, Services of solidarity between families.
Main weaknesses/obstacles	Poor knowledge on the part of the spokespeople for the Social Zone Plans of the Equal Opportunity themes and the concept of reconciliation service.
Main positive elements	Activation of new services and extension of some existing services in terms of longer opening hours or periods, such as for example, the summer months. The project represents an effective and concrete introduction of gender mainstreaming using a specific planning/implementation tool for social policies at a local level.
Innovative elements	The startup of reconciliation measures in the context of the Social Zone Plans in a way that extends the programming culture also to care and shelter services with a gender orientation.
Reproducibility elements	The program is easily reproducible starting with the territorial needs and a local context that is aware of the gender themes.
Sustainable elements	The Social Zone Plans intention, is to trigger a process that represents a gender oriented cultural passage, so that the concept of reconciliation between living and working schedules might become a transversal element in the planning of measures covered by the Social Plans. However, given the recent startup of the project up to today it is not yet possible to discern the impact of those elements.

Name/title of the best practice	L'esperienza dell'applicazione del principio di pari opportunità e del mainstreaming di genere nell'ambito della Progettazione integrata in Sardegna (The experience of the application of the equal opportunity principle and gender mainstreaming in the Integrated Project in Sardinia)
Main actors involved	<p>The main actors activated by the Council for Planning integrated project in Sardinia are the following partnership organizations made up of:</p> <ul style="list-style-type: none"> • <i>the Regional partnership Table</i>, with roles of strategic placement, concertization and supervisory of regional policies. It is made up of institutional partners (Regional Administration, Provinces, Local Bodies, Mountain Communities, Organizations and institutions active in Equal Opportunity) as well as a social economic role (Representatives of enterprises, trade unions and professional groups, Third sector etc) • <i>the Provincial Partnership Tables</i>, in each of the eight Sardinian provinces, with tasks of giving strategic direction to territorial programming. These are made up of Local Bodies of the territory, the Province, the Region, the Central Administrations, the Equality organizations and the other institutions involved with territorial project commitment, from economic, social and broad interest organizations, that have specific roots in the territory. • <i>the project partnerships</i>, made up of public and private subjects (participants in the public tender for the Integrated Project) with various skills and professional qualifications, who collaborate on the editing and subsequent implementation and management of the integrated development project. The formalization of the project partnership provides for the stipulation of a protocol of understanding that assigns tasks and roles to the various partners. <p>The Integrated Program process was articulated and communicated throughout the territory by a technical assistance unit, the territorial Integrated Project Workshops, activated in each of the eight Provinces of Sardinia, made up of: experts in local development policies, functionaries and technicians from the Provinces, experts from the GALs (Local Action Groups) (Leader +, connections between rural economy development actions), experts in equal opportunity policies and gender mainstreaming and technicians from Ersat (Body for Regional Development and Technical Assistance in Agriculture).</p>
Territory coverage	Regional territory
Financial coverage	OP Sardinia 2000-2006
Description of the project/experience/strategy	<p>In the second period of implementation of the OP Sardinia (2004-2006), the adoption of the new strategy of territorial Programming and the Integrated Project represented the tool to promote a different approach to development in the Region, with the specific objective of increasing and creating new employment, starting with the idea that throughout the regional territory there was significant unused potential in terms of environmental, cultural, and human “resources.”</p> <p>The basis that led the Region of Sardinia, thanks to the support of the Equal Opportunity Department, to promote experimentation with the application of the equal opportunity principle in local development, was the awareness that the territory’s development, understood as a process aimed at increasing the well-being of the collective population, could only be promoted through measures on the main aspects of the economic, social, cultural and environmental life, and that this could not happen without an integration</p>

of the gender perspective that took into account the respective needs of men and women.

Therefore, the aim of the experiment was to find a concrete and practicable method to integrate equal opportunity policies and gender mainstreaming into the local development policies, with the complete conviction that these represented an added value to the social economic development of the territory and not an obligation.

Starting from the second half of 2005, a widespread promotion activity was started throughout the territory by the personnel from the recently instituted territorial workshops, with the task of bringing out the potential active in the eight Provinces and transforming it into local development projects.

The main activities carried out were as follows:

1. *Socio-economic analysis* of the eight Provinces with the aim of bringing out the special characteristics of the territory, and the first hypotheses for possible measures to implement. The equal opportunity women experts in the various workshops enriched the Area Report with a **gender comparison analysis**, attempting to point out the elements that characterized the territory in terms of active participation of women in the economic and social life of the place, and also the gender differences in terms of conditions, needs, participation rates, access to resources and financial management. Furthermore, they discovered which initiatives were important to promote in order to support full social and economic recognition of women.

2. *Survey of the existing projects*, to foster the integration between the ongoing measures on the initiatives selected for the integrated Project. In reference to the ongoing initiatives in the territory in terms of equal opportunity, provisions were made to involve some **development partnerships** already present in the territory, in the form of the Community Initiative EQUAL (second phase) with the object of fully making use of the experience already acquired on equal opportunity to promote similar actions.

3. *Listening to the territory*, through interviews, the creation of territorial forums, focus groups, that serve to define and share the intervention strategies and to conceive the Project initiatives. In terms of gender, this phase was fundamental, above all, for understanding whether there was a **female identity** in the territory, and if there was, to bring it out and, survey the “perception” of the needs of the population, and in particular, female needs.

4. *Definition of the reference framework of the Provincial Integrated Project*, that provided for the definition of proposals for the integrated Projects. In the full application of the **dual approach** of the equal opportunity principle, to the projects that regarded various themes of economic development (i.e. development of rural areas, fishing, shared planning and requalification of urban centers, relaunching of the productive system, tourism, etc.) provisions were made for **positive and gender oriented actions**, such as for example:

- incentives to start social agricultural projects in farms to spread educational, recovery and care services for the disabled, elderly, etc.;
- training actions aimed at female entrepreneurs in the first sector with a view to

- creating multipurpose farms;
- strengthening and improvement of service structures (nurseries, Services of solidarity between families) aimed at facilitating the participation of women in the labour market;
- promotion of cooperation networks between public and private subjects for the activation of a network of shelters and reintegration centers for victims of violence;
- incentives aimed at strengthening and creating business enterprises.

The integration of work carried out by the eight territorial workshops and the regional technical groups led to the definition of the Unitary Framework of the Integrated Project, that represented the reference scheme for the organization of the integrated projects.

System actions: to support the integrated projects with the aim of promoting the territory and its resources in an integrated way.

Integrated projects for regional development (PISR): aimed at supporting competitiveness and the attractiveness of the Region at the national and international level.

Integrated projects for territorial development (PIST): aimed at increasing social economic development in specific fields of the territory.

In particular with the PISR, the four thematic areas were considered strategic: Industry, agro-food Chains, Sustainable Tourism and **Social inclusion**, Legality and safety.

The first of May, 2006, the public Tender for the integrated project was opened. Participating were enterprises, local bodies, the third sector, equality organizations, universities etc.. At the deadline approximately 15,000 applications were presented, for the most part consistent.

Following the verification of eligibility, the workshops and regional technical groups put together, on the basis of correspondence with the goals of the Integrated Project, the 15,000 proposals, and on the deadline on December the 20th 2006, 200 Integrated Projects were presented, and are currently being evaluated by the Evaluation Group of the Public Investments of the Region of Sardinia.

Project/experience/strategy
main results and products

The “Social Inclusion” PISR defined following a process involving clustering of the received proposals, had the general objective of recovering social cohesion through the integration of subjects risking social exclusion and work integration of underprivileged subjects, through the constitution of “Social Pacts”, i.e. institutional and economic social partnerships constituted by Provinces, Municipalities, Health Agencies, Enterprises, Trade Unions, Third Sector structures, social cooperatives and associations. The “Social Inclusion” PISR was followed by a technical ad hoc group, coordinated by the **Authority for Gender Policy** of the OP Sardinia, made up of functionaries from the Labour Council, the Health Council, representatives from the provincial territorial Workshops and the **technical support of the task force from the Department of Equal Opportunities**.

Through the signing of the “Social Pacts” the Region intends to pursue the following objectives:

- *to promote actions of social integration for subjects at risk of exclusion*, with special reference to policies for the elderly, policies to support parents and family responsibility, policies for the disabled, mentally ill and, for the shelter and social integration of underprivileged subjects (for example women victims of violence, women victims of prostitution, etc.);
- *to promote actions of integration, reintegration into work for underprivileged*

subjects, through, for example, the creation of new micro-enterprises promoted by young people, women and nonprofit subjects, the experimentation of financial tools mostly available to underprivileged people (for example small subsidies and ethics funds).

On the December 20, 2006 deadline, 37 Integrated Projects were presented in the sector of Social Inclusion, presently being evaluated by the Evaluation Group of the Public Investments of the Region of Sardinia, of which three of the thematic Social Pacts are directed at promoting equal opportunity:

- the interprovincial Pact presented by the Provinces of Nuoro and Ogliastra under the title **Network Woman**, proposes to promote equal opportunity policies in all the social and economic contexts of the two provinces, dealing with the most serious of women's problems not in terms of assistance, but creating an active agreement with the female world and the local bodies, cooperatives, antiviolence centers, associations, and the private sector. Furthermore, this tends to generate a new attitude that enhances the role of the woman in social and economic life in the territory to overcome any form of personal segregation and exclusion from productive and decision-making mechanisms. It is aimed at the women at risk of social exclusion (for example women who are victims of violence, women alone who are not able to reconcile work with care of the children, women with precarious employment, immigrant women, etc.) who wish to move out of their overpowering conditions, mistreatment and violence in which they are forced to live and/or they are looking for work, or who wish to reenter the labour market having been out of it for a certain period due to family problems, who wish to improve their own working position within the individual organizations they are employed in, who would like to embark on a new enterprise and training, who are attempting to reconcile family schedules with working schedules.
- The Social Pact entitled **Women, work and conciliation** presented by the Province of Cagliari that proposes gender culture measures in various environments: social, working, cultural. In regard to the cultural environment, the proposal is to work throughout the territory to raise awareness of the gender culture, in politics, and in the cultural, social and working environments. In the working environment, the hope is to provide incentive to integrate women into work through various actions that have an impact on business organizations, on the increase in the number of women on the entrepreneurial world, on the broadening of structures and services for individuals, particularly those aimed at infancy. In the social environment, the Pact aims at activating antiviolence structures and promoting pilot projects for the integration of immigrant women. In practice, the Project aims at overcoming real difficulties that become major barriers to the women's integration and reintegration into the working world: cultural and structural difficulties in the working world that is too often still conceived as "made for men"; difficulty of access to incentives for self-employment and entrepreneurship; difficulties due to the lack of primary services that support the woman in the double role of worker and mother; difficulties in integration and above all when the woman comes from a different country such as in the case of non-European community workers; difficulties in reintegration when the woman, often because of maternity, is forced to leave the job and then to face the working world again after the age of 45; difficulties in creating protection and autonomy in the cases of violence and discrimination towards women.
- The Social Pact entitled **No to trafficking** aimed at people who are victims of

trafficking and prostitution, is presented by the municipal administration of Cagliari. The Pact intended to give more importance to problems of immigrants, with particular attention to immigrant women at risk of being alienated and risk of being victims of trafficking. The area is heavily characterized by a notable presence of foreign women, underprivileged and at risk of stigmatization and reduction into slavery. Often insufficient and underqualified are the services that handle shelter, protection care and social reintegration of the victims of sexual exploitation, and this has created some very precarious situations, with constant exposure to risks of alienation and breaking the law. The measures implemented up until now have certainly permitted the women involved to legalize their own position, and abandon the street, but it is not always possible to socially reintegrate everyone, due to lack of employment that would make it possible to get free of the services. The labour market offers few employment possibilities, excessive flexibility and working activities that implicitly sustain jobs (care worker, domestic collaborator, etc.) that reinforce self-disqualifying attitudes and low self-esteem. Therefore it is necessary to guarantee training and integration into the working world that could make real autonomy and emancipation possible.

Furthermore, among the main results and products is the integration of the equal opportunity principle in all the Integrated Projects, in the sectors of Agriculture, Fishing, Industry, Tourism, for which it is not yet been possible to perform a gender evaluation due to the fact that they are currently under examination by the Evaluation Group of the Public Investments of the Region.

To guarantee full respect of gender *mainstreaming* in all the regional, territorial Integrated Projects, and in the system actions, the Region of Sardinia has also provided for adopting the gender approach in evaluation models for all the integrated projects, for the themes: productive chains, industry, and sustainable tourism.

The evaluation model adopted provides for an evaluation of the impact of gender, in reference to the Integrated Project overall and an evaluation of the expected and/or possible impacts on the condition of the female population, reducible to individual measures integrated into the Integrated Project.

Main weaknesses/obstacles

The culture of integration of equal opportunity policies is still not very widespread and is often still proposed as a gender issue almost like a sector policy and not an approach capable of defining more contextual and more focused development policies. There still exist boundaries (in the policies, in the institutional organization) that hinder integration of development measures.

Main positive elements

If there are still difficulties with the integration of policies in measures at the central level, the experience of the Integrated Project has shown that this is possible at the territorial level, in the “space” defined by the Project partnerships.

To adopt a gender vision when undergoing a contextual analysis, has given the actors involved a better understanding. Furthermore, it has brought out the female identity present in the territory and made it possible to recognize the needs of the female population, also in those rural areas where often women are not fully employed, but in reality have a number of specific skills that could be developed and supported.

Furthermore, the fact that it is because the impact of equal opportunity was provided for right from the planning stages, this was a moment for all the actors involved to reflect on the theme and turned out to be one of the broadest **awareness** campaigns

	<p>to take place at the regional level.</p> <p>The Social Pacts have, furthermore, represented one of the implementation tools in the new integrated programming strategy outlined by the Region of Sardinia at a district level by means of the Local Unitary Service Plans for the person (PLUS) in accordance with the Regional Law number 23 of 23.12.2005.</p>
Innovative elements	<p>The positive and innovative aspects of the planning methodologies adopted, based on the integration of policies and projects and on the idea of the territory seen as a context and beneficiary of the measures to be implemented. Furthermore, one of the main innovative elements lies in the constitution of the territorial workshops, represented as already specified, as well as by experts in equal opportunity policies and gender mainstreaming, that guaranteed support and specialized technical assistance to the regional administration in the programming stage first, then to the Project partners in the planning stage.</p>
Reproducibility elements	<p>The Constitution of the territorial workshops that supplied support and orientation to all those interested in implementing equal opportunity actions and defining tools for implementation, monitoring and evaluation of the initiatives adopted with the goal of pursuing equal opportunity.</p>
Sustainable elements	<p>The elements that can sustain the experience of the application of the equal opportunity principle in development, are represented by the Project partners that came together under the Integrated Project and underwrote a protocol of understanding to guarantee full involvement of women in territorial development.</p> <p>New networks of subjects active in themes of equality were created, and/or other already existing ones were reinforced.</p>

Name/title of the best practice	Rete delle Referenti Dipartimentali (Network of Departmental Referents)
Main actors involved	Presidency of the Region of Sicily – Secretary General; Regional Departments; Provinces and Municipalities
Territory coverage	Regional Territory
Financial coverage	Operational Program (OP) Sicily 2000-2006 – Measure 3.12 National Operative Program of Technical Assistance and System Actions (PON ATAS)
Description of the project/experience/strategy	<p>The Presidency of the Region of Sicily with Secretarial Decree number 10/III General Secretariat of 16/01/2002 constituted the Equal Opportunity Operative Unit aimed at implementing the equal opportunity principle in the structural funds.</p> <p>The Network of departmental women referents, has its inception with the initiative of the General Secretariat of the Presidency of the Region of Sicily that, in April 2002, calls the various Councils and Departments to select a department woman referent with the intention of exchanging experiences, initiatives and proposals pertinent to the horizontal principle of equal opportunity, and building a network.</p> <p>The networks of referents represent a circuit by which the equal opportunity principle is concretely implemented by the measures financed by structural funds.</p> <p>The coordination of the network is headed by the Equal Opportunity Operative Unit (the office in the Region of Sicily delegated to promote equal opportunity policies directed by the regional woman Referent for Equal opportunity) that deals with the Managing Authority of the structural funds and generally for everything that is pertinent to equal opportunity policies.</p> <p>The OP in fact provide for the participation at the Axis tables and the technical tables of the Measure, the regional woman Referent and the departmental woman Referent in charge of equal opportunity.</p> <p>The Network has benefited from a first action involving training, information and orientation of the women referents, activated with funds from the PON ATAS and implemented by the technical assistance of the national structure delegated to this task (Formez) with the contribution of the Department for Rights and Equal Opportunities in the Presidency of the Council of Ministers</p> <p>At the same time, provision was made for financing the measure of the OP dedicated to Equal Opportunity (3.12) of actions aimed at reinforcing the network. The projects with this goal, presented following a public announcement, are presently being evaluated.</p>
Project/experience/strategy main results and products	<p>The initiative provides for the integration of the Departmental Network of Women Referents with:</p> <ul style="list-style-type: none"> - the broadening of the network in the territory to the Provinces and the local Bodies, aimed at improving the policies and actions aimed at local development marked by equality and solidarity; - the creation of a Portal “Regional Resource Center for Equal Opportunity” constituting a database of information, tools, data, and best practices, methodologies experimented throughout the territory and selected on the basis of qualitative criteria. <p>The equal opportunity women referents are now a reference point for the Operative Unit in the individual Departments of the Region for the following activities:</p>

	<ul style="list-style-type: none"> - the analysis of the public announcements for implementation of the measures of the OP Sicily; - the drafting of proposals for integrating lines of intervention and community allocations favoring the female gender and underprivileged subjects, with specific attention to the tools for conciliation of professional and private life with an orientation towards sustainable social economic development, with attention to gender and the removal of every form of discrimination. <p>The Operative Unit represents a coordination point for the network and organizes comparisons and exchanges aimed at improving the efficiency of the network action. In this last year, the network was extended to the Regional Provinces and is currently involving the individual Municipalities with the goal of creating an “Equal Opportunity Governance” that extends throughout the territory.</p> <p>The document dicatates guidelines for the network women referents regarding tasks and roles to be jointly performed with the regional administration, is currently being drafted.</p>
Main weaknesses/obstacles	<p>The main obstacles are due to the fact that the Network must work to implement the OP without having yet defined some crucial questions for its functioning: regulations to duly govern the coordination tasks and methods; the recognition of formal and economic level of the regional/local women functionaries participating in the network; the specific skills required to perform such a role.</p>
Main positive elements	<p>The project is in line with the general objective of reinforcing Governance, with reference to the transversal equal opportunity and nondiscrimination principle. It involves the entire regional administration and creates connections with decentralized administrative levels.</p>
Innovative elements	<p>The network is based on a systematic and integrated vision of the ordinary administrative processes and territorial networks, developing a virtuous circuit that aims at improving the translation of the horizontal equal opportunity principle into concrete measures that contribute to regional development. The network operates as an element aimed at reducing asymmetry in equal opportunity information, and as a network to stimulate institutions in the programming processes.</p>
Reproducibility elements	<p>The initiative could potentially be activated in other territories and at various institutional levels with the appropriate adjustments.</p>
Sustainable elements	<p>Sustainability depends on overcoming the barriers inherent to network functioning methods.</p>

Name/title of the best practice	Programma Integrato Territoriale (PIT) (Integrated Territorial Programme (IPT) Minor Islands)
Main actors involved	Region of Sicily, Municipalities of the Minor Sicilian Islands (Ustica, Favignana, Pantelleria, Santa Maria Salina, Lipari, Leni, Malfa , Lampedusa)
Territory coverage	Minor Islands of Sicily
Financial coverage	OP Sicily 2000/2006 (For the support of female entrepreneurship 3 million euros were allocated)
Description of the project/experience/strategy	<p>The general objective of the ITP “Minor Islands” is to transform the minor Islands of the outlying and peripheral communities of Sicily into a “network” system capable of promoting the economic and social development by focusing on the recovery and enhancement of environmental and cultural, economic and social resources existing in the various areas of the territory, giving priority to improvement in the quality of life for the local populations.</p> <p>Furthermore, the project poses transversal priorities such as support for achieving equal opportunity between men and women through the integration of specific indicators in individual actions aimed at evaluating the enhancement of the local female resource.</p>
Project/experience/strategy main results and products	<p>In the ITP for the first time, a model for the integration of the mainstreaming principle was experimented with right from the programming phase through the involvement and participation of the Department to the concertization, acting as partner in the Integrated Project, with the aim of constructing an ITP in which gender was a constitutional element in the project right from the strategic implementation.</p> <p>In this sense, specific support was supplied (in particular through the task force created locally by the Department of Equal Opportunities) and some “ad hoc” tools for the definition of gender oriented activities preliminary to the constitution of the Project were conceived: context analysis and SWOT analysis.</p> <p>The technical assistance for the ITP, took the form of the normal support activity to the writing of the public announcements and the gender oriented interpretation of the documents produced.</p> <p>The ITP provides for two types of measures:</p> <ol style="list-style-type: none"> 1. System actions, that involve all the territories in the Sicilian Minor Islands, and are aimed at implementing actions for integration and systemic supraterritorial development. <p>Along the same lines as this measure, a help system was activated, destined for the enterprises whose capital is mainly held by women and/or their business team is primarily made up of women (as set out by the Law number 215/1992).</p> <p>The measure forms part of this strategy for local development in the ITP Project and has the goal of supporting the inception of female entrepreneurship through the granting of funds to initiatives implemented in the Minor Islands territory, and that provide for the development of activities in the typical local craft sector, in infant care, in the restaurant business and hospitality business and services for tourism.</p> <p>Initiative aims at bringing out female work by structuring it in entrepreneurial activities through the promotion of women’s entrepreneurial associations, also through the constitution of small female cooperatives for carrying out activities complementary to</p>

	<p>handicraft as well as commerce and fishing presently performed by women in the Islands in an occasional and unorganized manner.</p> <p>The measure specifically provides for:</p> <ul style="list-style-type: none"> • Tourist entertainment activities in the Islands; • Public announcement/bulletin to determine the beneficiaries in female small to medium enterprises; • Applications for financing of the proposed enterprises to arrive according to those methods established in the specific public announcement; • Integration with other systems support measures for women and underprivileged subjects (Measure 3.12). <p>All 19 applications were positively approved for financing. Recently, an accompanying action was implemented throughout the territory, aimed at supporting the enterprises in carrying out the funded initiatives.</p> <p>2. Local development actions, measures conceived and proposed by the Municipalities.</p>
Main weaknesses/obstacles	<p>The project has had a large delay in being implemented. The projects presented following the public Notice given by the Region of Sicily in 2005 have not yet been activated.</p> <p>To guarantee the effective application of gender mainstreaming a strong commitment on the part of the promoters and the Department of Equal Opportunities is necessary, in that the implementing subjects need to be made aware, accompanied and supported in all life cycles of the funded initiatives.</p>
Main positive elements	<p>The action meets the transversal priorities of the OP. It is made up of a series of measures that are differentiated but integrated into a system, and permit the integrated use of the various Funds available for the areas in Objective 1.</p> <p>The presence of the Department of Equal Opportunities at the partnership table, facilitated the concrete application of mainstreaming also in the implementation phase of the Program.</p>
Innovative elements	<p>The involvement of the Department of Equal Opportunities as partner made it possible to integrate equal opportunity as a founding part of the project strategy and therefore made it possible to “build” and implement the Project using a mainstreaming orientation.</p>
Reproducibility elements	<p>The experience could be reproduced in other initiatives of Integrated Planning. The methods used can easily be transferred to other territories.</p>
Sustainable elements	<p>The procedure of the integrated territorial planning is still one of the fundamental elements in the new phase of community programming for 2007-2013. The experimented “model” can therefore be replicated for initiatives funded by the new programming resources.</p>

Name/title of the best practice	Legge regionale “Norme per le politiche di genere e i servizi di conciliazione vita-lavoro in Puglia” (Regional law “Regulations for Gender Politics and Services for life-work conciliation in Puglia”)
Main actors involved	Regions of Puglia, Provinces, Municipalities, Regional Equality Organizations
Territory coverage	Regional territory
Financial coverage	State and community resources
Description of the project/experience/strategy	<p>The regional law, proclaimed in March of 2007, is aimed at fostering the “affirmation of a new solidarity among citizens that enhances gender differences” in a way that the regional policies, and the related measures for implementation are inspired by the following principles:</p> <ul style="list-style-type: none"> a) universality in the exercising of rights to citizenship of women and men by respecting the culture of provenance; b) equity in the distribution of the resources, the powers and responsibilities between the sexes and between the generations; c) respect for identity and enhancement of gender, cultural and religious differences; d) guarantee of participation of women in political, economic, social, cultural and civil life of the regional community and local communities. <p>For the formulation of the Law, a shared process was activated through a “listening campaign” in the territory that took the form of various forums, provincewide, and which saw the participation of representatives, in particular women, of institutions, trade unions, and associations.</p>
Project/experience/strategy main results and products	<p>The law introduces specific provisions in the following areas:</p> <ul style="list-style-type: none"> • <i>policies for coordinating city schedules</i> <p>with the definition of these, an inter-council workgroup is instituted, with the participation of the Equal Opportunity Commission and the Regional Women’s Meeting and, in concert with the regional woman Council on equality, there will be a permanent gender policy partnership table, which will be an occasion for comparison between the Region and the representatives of trade Union associations, professional associations and employer associations, regional equality institutions, local autonomy institutions and the third sector, with the goal of fostering an understanding regarding the application of the current law.</p> <p>The law duly indicates the type of priority projects for the designation of contributions to territories for the planning and implementation of schedule planning, and the promotion and support of Time Banks;</p> <ul style="list-style-type: none"> • <i>support measures for equal distribution of care work and the social value of maternity and paternity</i> <p>in particular by promoting the drafting and approval of the zone social plan, the stipulation of territorial agreements, named “gender social pacts”, between provinces, municipalities, trade unions and entrepreneurial organizations, the educational system, local health agencies and clinics for action and support of maternity and paternity and to experiment organizational formulas in working schedules in public administrations and private enterprise, that favor reconciliation between professional life and private life and promote equal distribution of care work between the sexes. Furthermore there is provision for the definition of appropriate guidelines to help the territories define projects aimed at implementing the law.</p>

- *integration of gender policies in the Region of Puglia*

The law institutes regional executive facilities for gender politics, including the **Gender Office and the Regional Women Resource Centre**, the first with the role of integrating the gender aspect and performing an evaluation on the programs and regional directions, with reference to the application of the equal opportunity principles and the gender dimension in all main regional acts, and the second which groups the regional equality institutions together to interface with the territory. The gender office performs, on the basis of criteria defined by the regional Council, monitoring and evaluation of the implementation of the current law, bringing the results back into the **gender budgeting**.

With the aim of ensuring a shared dimension of regional programming on gender policy, the register of the women's associations and movements is included, and their members meet at least once a year to evaluate the activities carried out and plan measures for the following year.

Therefore in the report that accompanies the budget predictions and ordinary financial accounting, the **gender budget** is introduced as a tool for monitoring and evaluating the impact of the regional policies on men and women. Also provided is the adjustment of the regional **statistics** in the gender perspective and the definition of an **annual report** edited by the Region, on the female condition in Puglia.

- *representation and participation of women*

The law promotes the adoption by political parties of plans of action with respect to the equal opportunity principle, with the goal of electing regional government organs. It also provides for the Constitution of a regional Network of elected women and the formation of a database of women's curricula.

The law also introduces "**gender branding**" for companies that adopt Plans of positive action for man-woman equality.

Main weaknesses/obstacles	Not available
Main positive elements	Not available
Innovative elements	Not available
Reproducibility elements	As this is a regional regulatory act, potentially it can be replicated in all the other regional governments in the Country, and could be the inspiration for the definition of similar regulatory acts in other EU countries, inasmuch as it intervenes in the implementation of international regulations.
Sustainable elements	The regulatory nature of the act ensures its sustainability over time, the real effectiveness of the provisions obviously depends on the political will in this sense.

Malta

The Promotion of Gender Equality Particularly in Local Development in Malta

SUMMARY OF THE CASE STUDY

Malta is a Republic State which acquired this status a decade after the acquisition of Independence from colonial rule in 1964. In June 1990, Malta formally applied for European Membership. It was in 2004 that Malta became a full member of the European Union.

The executive branch is presided over by the Chief of State who is the President of Malta, together with the Head of Government, who is the Prime Minister, and the Cabinet appointed by the President on the advice of the Prime Minister. The legislative branch constitutes in a unicameral House of Representatives (usually with 65 seats). Members are elected by popular vote on the basis of proportional representation to serve five-year terms. There are three main political parties; Alternattiva Demokratika (AD), Malta Labour Party (MLP), and Nationalist Party (PN), which is presently the party in office.

Since 1993, Malta has been subdivided into 68 local councils or localities; 54 in Malta and 14 in Gozo. Such Local Government was consolidated in 2001 when the system of local governance was entrenched in the Constitution of Malta.

The country of Malta is committed through Government policy and legislative measures to the pursuit of equality of treatment between men and women. Among which we find:

- The Constitution of Malta (1964)
- The Amendment in the Constitution of Malta (1991)
- The Local Councils Act (1993)
- The Local Councils (Amendment) Act (1999)
- The Employment (Regulation) Act (2002)
- The Equality for Men and Women Act (2003)

In 2004, following the Equality for Men and Women Act (2003), the National Commission for the Promotion of Equality (NCPE) was founded and has become the national machinery responsible for the Promotion of equality.

Malta has the lowest female employment rate among the EU counterparts. In order to combat such unemployment the Employment and Training Corporation (ETC) in collaboration with the Local Councils offer a number of courses addressed in particular to unemployed individuals. It is through education and upgrading people's expertise that unemployment can be minimised.

Beside all this women are also under represented in decision making position and this undermines society's democratic values.

In 2006 the Maltese Government has put forward several strategies towards reconciliation of family and work responsibilities of both men and women. NCPE was also entrusted with two EU projects which deal directly with gender equality and local development. These were: 1) The EQUAL project entitled “Promoting Equality through Empowerment” and 2) Taking Gender Equality to Local Communities.

According to the National Statistic Office (2005) although Malta has a low female employment rate, this does not mean that women are inactive and are not willing to work. This is because a high number of women actively participate on a voluntary basis in Social welfare-oriented non-profit organisations.

Throughout the years there were various policies which either implicitly or indirectly have targeted gender equality in the Maltese Islands. The main policies were:

- Joint Memorandum on Social Inclusion of Malta (European Commission and Government of Malta, 2003)
- Malta Action Plan on Poverty and Social Exclusion 2004-2006
- Malta National Reform Programme 2005-2008
- A Better Quality of life – 2006-2010 Pre-budget document
- Operational Programme I and II: Cohesion Policy 2007-2013
- Budget Document: ‘Securing Our Future’.

Among the issues which were discussed in these policies in order to reach gender equality we find:

- The promotion of female participation in labour market
- The implementation of measures to address

gender pay gaps

- The promotion of family friendly measures
- The enactment and enforcement of gender equality
- The setting up of programmes to support women’s re-entering in the labour market
- The Revision of tax bands.

More-over gender equality policies are also being implemented in our society through various good practices which are found in the Malta’s public sector. A number of gender equality measures were implemented namely, by the Office of Prime Minister (OPM) and by the Ministry for the Family and Social Solidarity (MFSS).

Through the data collection phase, the qualitative researcher made use of an ethnographic inquiry methodology, unstructured interviewing and ethical considerations were noted and respected. The research design in this study consisted in desk research on the historical advancement of gender equality in the Maltese Islands. Explorative questions which were structured were delivered to the key informants whom the researcher deemed as the persons who were giving a major contribution to gender equality in the Malta.

All 68 Local Councils were invited to participate in such research out of which only 18 localities replied back. Out of the eighteen replies received, the good practices at a local level deciphered were only five these being the three localities of Gozo which are Garb, Nadur and San Lawrenz and two localities from Malta, which are Birkirkara and Zejtun. Other localities which replied stated that no measures were taken or were planned to be taken on gender equality issues. On a positive note, a number of local councils have expressed their desire to work with national authorities regarding such issues.

In order to be able to understand further the

current situation in Malta vis-à-vis gender issues, ten key individuals who work in this field were interviewed. Amongst, these individuals there are persons representing the main political parties. The following are a few of the salient points which emanated out of these interviews:

- There is still more that needs to be done particularly in relation to the perception and attitudes of individuals towards gender roles and gender equality including a change in culture.
- The public sphere appears to give more priority to gender issues such as through legislation and implementation of gender equality in public life and public service position than the private sector.
- The problem attached with women lagging behind in the labour market is a mix between the cultural attitude of Mediterranean countries based on the male “bread winner and the female carer” model and the structures and laws which are still far from being a guarantee for easing the burdens experienced by dual earner families.
- Unless all caring responsibilities that are still seen by certain sectors of society as women responsibility are well taken care of by the welfare society, women will never be able to achieve equality.
- Equality of outcomes can be achieved by having more integration of roles between male and female from early school age.
- Traditional stereotypes about gender and gender roles could impede Maltese persons from taking on board new concepts about gender equality.
- Mainstreaming equality is that only solution towards a better society.
- In the very thinking of any activity, both genders

are to be kept high on the agenda and serious considerations given to the fact of how any decision will affect either gender.

- The public will understand gender equality only when this is portrayed in practice. We must educate the public in order to change the culture.
- Gender Equality can become a way of life only when we educate children from a young age, increase women’s participation in society, men and fathers are involved in family life and responsibilities and career paths do not remain as segregated as they are today.

The following is a brief description of the Good Practices at local council level identified throughout this research activity.

1. Gharb Local Council

The Gharb Local Council is a partner in a project entitled ‘Equalabel’ where the lead partner is Spain. The Four project objectives are the following:

- 1) Analysis of the Interaction between public services and gender equality
- 2) Re-define the role of the local public services to promote gender equality
- 3) Contribute to the necessary change of mentalities which allow the construction of a new culture of equality not determined by gender stereotypes by means of the revision of the local socialisation process.
- 4) Establish the stable translation network, manage and evaluate its actions.

The Council objective in taking up this project is to understand gender equality and its implications, introduce gender mainstreaming into policies, plans and actions, analyse present situations and propose recommendations. This council mentioned that computer courses are

offered and other educational initiatives are taken to promote educational attainment and the amelioration of skills.

2. Nadur Local Council

During the summer months a Childcare centre is open for children between the ages of three and six years of age during weekdays morning hours for four days a week. The Local Council believes that the Childcare centre is of great assistance to employed parents of small children. The persons employed to look after and organise activities for children are teachers and facilitators.

Female involvement rate in the Nadur Council is very high. Such Council have at hearth the issues of equal opportunity and where ever possible in subcommittees they try to create a gender balanced team.

3. San Lawrenz Local Council

In July 2002 San Lawrenz councillors felt the need to be the first local council in setting up a childcare centre since we are living in a world where both parents are increasingly opting to go out to work and where grand parents are still active in the formal economy.

For such childcare centre a hall was decorated to attract children and great emphasis was placed on safety, education and socialisation. This local council believes that with the opening of a childcare centre, women would be more willing to enter the world of work. Women's issues are at the hearth of San Lawrenz Council because they believe that there should be focus on women's need and aspiration. Through networks with other entities such local council was able to offer a number of women the opportunity to participate for the first time in the formal economy.

4. Birkirkara Local Council

A new Childcare centre is in the process to open in this locality in a partnership between the local council and the government. In a word that is offering more opportunities for both sexes, through this initiation of such measure the

Birkirkara Local Council is entrenched towards safeguarding equality. The idea behind such measure is that parents could choose freely on family and work and their choices would not be to the detriment of their children

5. Zejtun Local Council

The Zejtun Local Council is very active on gender issues and tries to involve all women in several educational and healthy oriented activities/ courses. Along the years such council was focused on:

- 1) Improving the effective and pro-active role women should take in all spheres of local community
- 2) Raising awareness on the important contribution women give to society and to the locality and build an appreciation of the role of women as being equal important to the role men place in society.
- 3) Creating facilitative situations where women are given the opportunity to develop their potentialities both in family life and in the employment sector.

Throughout the council identification of problems and the decision making process, the gender dimension is always taken into consideration. Beside all this the Zejtun Council believe a lot in strengthening the inalienable right of women to develop further studies and so it was motivated to establish a childcare centre which is still being built.

Best Practice Malta

Name/ title of the best practice	National Machinery for the Promotion of Equality
Main actors involved	National Commission for the Promotion of Equality (NCPE)
Territory coverage	National
Financial coverage	Government funded
Description of the project/experience/strategy	<p>In 2004, following the Equality for Men and Women Act (2003), the National Commission for the Promotion of Equality (NCPE) was founded. In the years since its inception, the National Commission for the Promotion of Equality has become the national machinery responsible for the promotion of equality. Its role includes the receiving of complaints and acting upon them; analysing, consulting and identifying the necessary initiatives which can be taken to enable women to actively participate in political, social, cultural and economic life of the country.</p> <p>It liaises continuously with ministries and several organizations and departments in the empowerment of all individuals on gender equality issues through the spreading of information and education. The National Commission for the Promotion of Equality also works thoroughly with policy-makers in the consultation process, thereby becoming a powerful arm in decision-making.</p>
Project/experience/strategy main results and products	<p>Since 2004, the National Commission for the Promotion has implemented/is implementing various projects. The key projects are:</p> <ul style="list-style-type: none"> • Gender Mainstreaming – the Way Forward • Promoting Equal Opportunities through Empowerment • Gender News Good News* • Facilitating Equality through Education • Gender Equality – A Responsibility of Both Sexes* • The Gender Aspect from a Legal Perspective • Affirming Gender Mainstreaming at a National Level • Taking Gender Equality to Local Communities • Women in Development* • Anti-Discrimination and Diversity Training* <p><i>* means that NCPE was not the lead partner in the project</i></p> <p>The Commission has issued a document entitled ‘Sexual Harassment: A Code of Practice’ in order to lay clear guidelines to employers and the general public on what constitutes sexual harassment and what ought to be done to prevent it.</p>
Main weaknesses/obstacles	Cultural change is a slow process.

Main positive elements	<p>The National Commission for the Promotion of Equality (NCPE) has introduced a new discourse on equality that is endorsed and encouraged by central government.</p> <p>The Commission has worked with various levels of government (from central to local government), and also with various private organisations and individuals. Various policy proposals made by the Commission have been adopted in National Budgets and National Action Plans.</p> <p>The Commission processes complaints and requests for information that are received.</p>
Innovative elements	<p>The National Commission for the Promotion of Equality (NCPE) has submitted various projects for funding. These projects regarded various aspects, including employment, awareness raising, research, gender mainstreaming, local development and other areas. These projects have enhanced the national gender mainstreaming strategy on both the national and local levels.</p>
Reproducibility elements	Not available
Sustainable elements	<p>Submitting and implementing projects is quite high on the Commission's agenda, in fact trained personal is dedicated to the writing and full implementation of projects to ensure that the indicators highlighted are actually met.</p>

Name/ title of the best practice	Public Employment Service
Main actors involved	Employment and Training Corporation (ETC)
Territory coverage	National
Financial coverage	Government Funded
Description of the project/experience/strategy	<p>The Employment and Training Corporation is Malta's Public Employment Service and was set up by an Act of Parliament on August 7, 1990, with the following objectives:</p> <ul style="list-style-type: none"> • to provide and maintain an employment service • to find suitable employment and to assist employers to find suitable employees • to provide training service to clients seeking new jobs and to clients already on the job but wanting to improve their knowledge and skills <p>All persons seeking employment are considered to be Corporation's clients. Youth make up the major part of new entrants to the labour market. Every effort is made to refer such persons to a training programme/scheme or job as soon as possible. Measures to encourage women to return to work are implemented.</p> <p>Persons with disability have to be integrated into society and the working world as they qualify for exclusive services. Former drug addicts, alcoholics and correctional facilities' inmates are given personal attention. Clients over 40 are given priority. The problem of long-term unemployed persons is carefully analysed. Employers play a key role in the Corporation's activities. Government and support organisations rely on ETC for information on Malta's labour market.</p>
Project/experience/strategy main results and products	<p>The ETC has set up its own unit to bridge the gender imbalance in the labour market and to devise strategies to raise the female employment rate.</p> <p>The Gender Unit strives to work in the area of gender and employment to improve the situation of equality between men and women at the place of work. This is done through a number of initiatives and projects. Among these one finds a number of training sessions, research projects and media campaigns.</p> <p>The Gender Unit has recently launched its third Gender Equality Action Plan and has conducted a project funded through European Social Funds entitled: <i>National Campaign Promoting the Benefits of Quality Childcare</i>. This campaign aimed to raise awareness about the benefits of quality childcare for parents, children and society at large through television, radio and other visual media. The campaign was based on research which highlighted the need for greater awareness on the benefits of quality childcare. Following the campaign, another research exercise was carried out and the effectiveness of the campaign was measured. In fact, while previously only a minority of persons were aware of the benefits of quality childcare, following the campaign, more people came to view childcare as a viable solution for their work-life balance and as a benefit for their children.</p>

	<p>Furthermore, the Gender Unit undertook the following projects in the last two years:</p> <ul style="list-style-type: none"> • Creation of a <i>manual for employers</i> on gender equality and flexible work titled <i>Making work Better for Organisations and for Employees</i>. • <i>Manual for guidance teachers</i> on gender-sensitive vocational guidance • Campaign and research on fathers and parental leave • Research and seminar on the feasibility of telework in Malta • Project in collaboration with Appo__ for training of women in the Cottonera region • Training of child-carers through an ESF funded project in Malta and Gozo • Training to ETC staff members on gender equality and discrimination at work • Pilot project to target the employability of lone parents through training means in terms of guidance and financial support • Gender awareness and empowerment training for area secondary students through motivation and assertiveness discussions, role plays and role models who shared their experiences with the students. • Launch of a personalised service for single parents in collaboration with the Department for Social Security. Leaflets outlining work and training opportunities were sent to all single parents receiving benefits. An ETC employee, working in the Valletta Job Centre was designated as the contact person for the single parents who approached her and were given personal help in relation to training and work opportunities.
Main weaknesses/obstacles	<p>Malta is currently the EU member state with the lowest female participation rate, and is nonetheless finding it very difficult to raise the activity rate of women in the labour market. This is due to various factors, among which is the lack of supporting structures and services available to dual earner families.</p>
Main positive elements	<p>Various measures and projects are being implemented. The sources of these measures vary, and range from central government to NCPE to ETC to EU part-financed projects and NGOs.</p> <p>Nationally, the drive towards raising the female employment rate is given priority. This can be attested through various government initiatives and documents, such as the recent pre-budget documents, National Reform Programmes and legislative and policy changes which have taken place over the recent years.</p>
Innovative elements	<p>The Unit works with a wide range of stakeholders such as unions, employers, policy makers, teachers, and other parties to improve the national employment rate, particularly of women.</p>
Reproducibility elements	<p>Not available</p>
Sustainable elements	<p>The unit is funded by Government and is solely concerned with issues relating to gender and work.</p>

Name/ title of the best practice	Equality Committees
Main actors involved	All Government Ministries
Territory coverage	National
Financial coverage	Government Funded
Description of the project/experience/strategy	Following its establishment, the NCPE took the initiative to hold a series of discussions with the various Ministries to set up Equality Committees in each and every ministry. These committees were meant to replace the previous ‘Gender Equality Focal Points’ with a broader and more effective committee that is more representative of the various Ministerial levels, and able to carry out proactive measures.
Project/experience/strategy main results and products	<p>The members of the Equality Committees are oftentimes offered such specific training for them selves. Training is designed in the projects that are carried out by NCPE. As a result, these equality committees have attended various training with regard to gender mainstreaming, and multi-ground equality. Mainly this training was provided with regard to the local current equality legislation and policy, and EU Directives.</p> <p>As stated above, these Equality Committees developed their own strategies based on documents prepared by NCPE in the quest towards greater equal opportunities, examples of which are listed below:</p> <ul style="list-style-type: none"> • Increase in the number of references to equality in public documents • Setting up of working groups to assess legal acts in line with the principle of equality • The issuing of guidelines on sexual harassment • Review of the forms used in line to ensure gender equality • Questionnaires regarding family friendly responsibilities • Conductions of ESF projects regarding specific equality issues • Issuing of equality policies and guidelines.
Main weaknesses/obstacles	The Equality Committees do not have a fixed number of hours per month during which to carry out their duties as yet, and oftentimes this work is carried out over and above all other duties that the individuals comprising the Committees have to carry out.
Main positive elements	Various positive elements can be drawn out. Certainly, the fact that equality and gender mainstreaming are increasingly being taken into consideration in the development of new projects and their implementation puts equality on the agenda.
Innovative elements	The committees are only guided by NCPE, and otherwise have a relatively independent existence. This fact has allowed for each committee to develop its own strategy for action according to the need of the ministry that they are part of. Moreover, the various approaches that were adopted to tackle the area have allowed for a multitude of positive projects that gave positive results and can thus be copied and replicated by other Equality Committees.
Reproducibility elements	These committees may be reproduced in other countries or large companies that have various departments and/or operate on a transnational level.
Sustainable elements	The Equality Committees are sustainable since they are an integral part of each and every ministry and are involved in the various national mainstreaming projects that are spear headed by NCPE.

Name/ title of the best practice	Promoting Equal Opportunities through Empowerment
Main actors involved	National Commission for the Promotion of Equality (NCPE), other governmental organisations, trade unions and NGOs
Territory coverage	National
Financial coverage	75% EU co-financing, 25% Malta co-financing
Description of the project/experience/strategy	<p>The aim of Promoting Equal Opportunities through Empowerment is to reach out to the inactive segment of the Maltese population, particularly women, and encourage them to be part of, remain and advance in the labour market by promoting the uptake of opportunities in different fields. Moreover, the project's aim is to encourage the unemployed and inactive individuals who are working in the informal economy, and who are mostly females, to participate in the formal labour market. This entails looking at the long-term benefits which contribution through participation in the formal economy yields. The project is effectively making use of role models that have improved their employment status after they have undergone training and/or sought employment to develop their career. These role models are sharing their experience throughout the project, thus showing that a similar result may be achieved by inactive persons if they decide to take up this challenge.</p> <p>The project involved different stages including:</p> <ul style="list-style-type: none"> • Compilation of Information • Dissemination of Information through the Media • Local Council Seminars • Meetings with Employers • Formulation of Policy
Project/experience/strategy main results and products	<p>This project has provided for many positive results and experiences. The fact that the project involved a wide network of Governmental institutions that work in the areas of employment, training and gender equality, trade unions and NGOs made it possible for the project to reach a wide audience and take care of various needs of minority groups. The project also gained through the input received from all, and is currently formulating policy with reference to the input from all the social actors working in the area.</p>
Main weaknesses/obstacles	<p>The main weakness that was observed was that many long term unemployed or inactive persons need to take up substantial retraining in order to find employment.</p> <p>Some of the obstacles that were observed while delivering the training sessions were that:</p> <ul style="list-style-type: none"> • The percentage of the inactive women that was referred to prior to the uptake of the project did not exclude those who are involved in the voluntary sector and therefore were not interested in training or formal employment and possibly others involved otherwise; • A number of EU projects were targeting the same cohort of individuals. This hindered the number of participants that were expected to attend the training seminars as stated by themselves; • The participants emphasized the fact that they were interested in finding employment and not in training;

<p>Main positive elements</p>	<ul style="list-style-type: none"> • Promotion of greater female employment. • Empowerment strategy throughout the project. • Networking with various entities. • Reaching out to the general public. • Dissemination of employment and training opportunities through various media. • Transfer of information and good practices between trans-national partners. • Formulation of policy recommendations.
<p>Innovative elements</p>	<p>One of the most innovative elements of this project was the use of ‘role models’ of women who had succeeded in entering, re-enter, stay or even advance in the labour market. These role models participated actively during the execution of the project through their participation in the project’s TV and radio programme and also by appearing in Public Service Announcements. The role models also appeared during training sessions to empower the participants and allow time for questions on how they managed to enter the world of work after a period of inactivity.</p> <p>The project made use of a high visibility publicity campaign in order to reach a wide audience. The publicity campaign culminated in the project’s purchase of airtime on all TV stations in Malta to transmit a programme that was mainly intended to provide information to inactive persons and the long term unemployed.</p> <p>The project is monitoring the progress of the persons who attended the training sessions that were offered.</p> <p>Focus groups were organised to try to identify and to receive feedback regarding the barriers/stumbling blocks that the inactive population are facing to reenter/enter into the labour market.</p>
<p>Reproducibility elements</p>	<p>The project progress has been documented and it should therefore not be difficult to reproduce in the future.</p> <p>The training materials have been published and may be used again. The project is also producing a toolkit for training sessions in empowerment of the individual, groups and organisations/societies.</p>
<p>Sustainable elements</p>	<p>This project is a fixed term project and meant to come to a close this September. Nonetheless, the project will be feeding into national policy in the area of employment and training and should therefore have a long term effect on Maltese society.</p>

Name/ title of the best practice	Taking Gender Equality to Local Communities
Main actors involved	National Commission for the Promotion of Equality
Territory coverage	National
Financial coverage	80% EU co-financing, 20% Malta co-financing
Description of the project/experience/strategy	<p>Taking Gender Equality to Local Communities is partly funded by the Community Framework Strategy on Gender Equality 2001-2005. The objective behind the submission of this project is to assist the community in looking at gender roles at the local level and enhancing a re-examination of the roles performed by men and women in order to develop a culture of equality and equal opportunities.</p> <p>This project aims at providing training to the trainers whilst also assisting Local Councils in the promotion of equality throughout their activities.</p> <p>The overall objectives of this project are to disseminate awareness on the promotion of gender equality and gender mainstreaming in local development through educational and publicity campaigns that will be carried out at Local Council level.</p>
Project/experience/strategy main results and products	<p>The project will take the initiative to develop tools, which include training presentations and promotional materials, in order to entice citizens to discuss the roles of men and women in public and private life. To achieve this objective, Local Councils, organisations that operate on a local and/or regional level, religious institutions and ultimately the citizens themselves will need to be sensitised to the principle of gender equality and made to work together to create added value to their community.</p> <p>A roving exhibition will be set up in the various localities of Malta and Gozo, and local singers, musicians and performing artists will be contracted to promote the project at a local level. The singers/musicians/performing artists who will be contracted to promote the project will be trained so as to be sensitised on gender equality. Following training, singers will perform in various local activities. The said singers will also make a statement for gender equality in a number of Public Service Announcements.</p> <p>The underlying belief guiding this project is that by educating local authorities and citizens about the negative impact of gender roles and stereotypes, and by showing the benefits of gender mainstreaming, society will come closer to a balanced social participation by the different genders and which will ultimately also increase economic productivity. The project will strengthen the impact of gender mainstreaming at community level and will create a model that could be used to widen the sphere of influence of gender equality commissions.</p> <p>A research study will be undertaken as part of the project. Such research study will seek the good practices in the promotion of gender equality in European Mediterranean States. This research will eventually propose solutions to problems of stereotyping and gender discrimination to the attention of the respective authorities.</p>

	Moreover, a brochure containing 10 good practices identified in the research will be designed and printed in English and in the four languages of the partner countries to this Project.
Main weaknesses/obstacles	Not available
Main positive elements	Not available
Innovative elements	<p>Various innovative elements have been included in this project. The project in fact takes a two pronged approach to gender mainstreaming – education through training, and education through entertainment.</p> <p>The scope is to reach out to local communities by providing them with materials and resources to use during their events, including live music and performances.</p>
Reproducibility elements	<p>The project progress is being documented and therefore it should not be difficult to reproduce in the future. Moreover, a project website will contain all results of the research study undertaken, in the form of a report.</p> <p>The training materials will be published and thus available for use.</p>
Sustainable elements	This project is a fixed term project and meant to come to a close in February 2008. Nonetheless, the project will be feeding into national and local policy development and should therefore have a long term effect on Maltese society.

Name/ title of the best practice	Local Community Development - Equalabel
Main actors involved	Garb Local Council
Territory coverage	Locality of Garb (a village in Gozo)
Financial coverage	Central government, Own budget
Description of the project/experience/strategy	<p>The Garb Local Council is one of the partners in a project entitled ‘Equalabel’, where the lead partner is Spain.</p> <p>The aim of the project is to encourage a change in culture and attitude within the European Society in order to achieve material and formal gender equality. The local environment is the principal field of action, where a stable network of cities will be bound to design integral policies at a local level. Other organisations involved will provide the technical capacity to develop the methodological aspects, and the social organisations that promote gender equality will validate the whole process. The principal action which this network will be responsible for is the designation of local strategies towards the elimination of gender equality in the local public services, awareness-raising of the population and the introduction of innovative tools based on non-formal education in gender equality.</p> <p>The four project objectives are the following:</p> <ol style="list-style-type: none"> 1. Analysis of the interaction between the local public services and gender equality. 2. Re-define the role of the local public services to promote gender equality. 3. Contribute to the necessary change of mentalities which allows the construction of a new culture of equality not determined by gender stereotypes by means of the revision of the local socialisation process. 4. Establish the stable transnational network, manage and evaluate its actions.
Project/experience/strategy main results and products	<p>The participation in ‘Equalabel’ started almost incidentally when the Garb Local Council was contacted by the Spanish authorities to participate in a EU project. As a council, the Garb Local Council works closely with other organisation and non-governmental organisations on issues related to the social sphere. In the past they collaborated with the National Council of Women to organise a social activity. They expressed the desire to collaborate further with other organisations on gender equality and the promotion thereof, amongst which the National Commission for the Promotion of Equality. Their objective in taking up this project is to understand gender equality and its implications, introduce gender mainstreaming into policies, plans and actions, analyse the present situation, and propose recommendations.</p> <p>The Garb Local Council stated that the organised outings are more popular amongst women. The council mentioned that computer courses are offered and other educational initiatives are taken to promote educational attainment and the amelioration of skills.</p>

Main weaknesses/obstacles	The main weakness identified by the Garb Local Council expressed a weakness which is commonly shared by other localities, which is limitations in funds, and in staff. The limitations bring about a need to be self-sustaining. The Council declared that if more human and financial resources were available, projects and initiatives would be a lot better and well-structured.
Main positive elements	The main positive element is that this local council has taken the initiative to uptake a project regarding gender equality in order to learn from it and to implement the outcomes of the project on a local level.
Innovative elements	Not available
Reproducibility elements	Not available
Sustainable elements	Not available

Name/ title of the best practice	Local Community Development - Childcare
Main actors involved	Nadur Local Council
Territory coverage	Locality of Nadur (a village in Gozo)
Financial coverage	Central government, Own budget
Description of the project/experience/strategy	<p>The Nadur Local Council has been active in develop greater gender equality at a local level. During the summer months a child-care centre is open for children between the ages of three and six years of age during weekdays morning hours for three days a week. When the childcare centre was officially opened, it used to operate twice weekly, but because of the increase in demand, the opening days were extended from two to three. The Local Council believes that the day care centre is of great assistance to employed parents of small children whose only solution prior the establishment of such child-care centre was to leave their young ones with relatives.</p> <p>The persons employed during the summer months to look after, and organise programmes and activities for the children attending the child-care centre are teachers and facilitators. The setting in which child-care is offered is in the Nadur's school premises. This produces both strengths and weaknesses. On a positive note, the Nadur Local Council works closely with the school, and the educational ambience is offered to the children. However, since the council is dependant on the availability of the school, they are retrained by certain limitations, amongst which if refurbishment is needed, and the school has to be temporarily closed down, then the council has to find another setting where child-care is provided.</p>
Project/experience/strategy main results and products	<p>According to the representative of the Local Council, female involvement rate in the council is very high. The importance of voluntary work is highly felt and shared amongst the inhabitants of Nadur, and voluntary work for the council is no exception. However, the Executive Secretary stated that gender equality has never been put directly on the agenda of the council, and that therefore the initiatives and measures adopted where an indirect move towards the amelioration of their social life. Nevertheless, they have at heart the issue of equal opportunities. Wherever possible, in subcommittees and other established committees they try to create a gender balanced team. The roles given in such committees are not gender segregated and every member is assigned a role in accordance with their abilities.</p>
Main weaknesses/obstacles	<p>The main problems encountered in Nadur are that people are not well versed on the subject of equality, and so their interest in learning more and in being active in the promotion thereof are still lacking. This demotivation in becoming sensitised on gender issues and other social matters is also reflected in the lack of participation in courses offered.</p>
Main positive elements	<p>The councils interviewed expressed that collaboration and benchmarking with other councils is difficult to operate, because although communication on the strengths and weaknesses is present, however they feel that such networking does not really work.</p>

Innovative elements	This local council took its own initiative to address the needs of men and women in its locality, and has increased the number of childcare days when it realised that the demand justified such an increase.
Reproducibility elements	It should not be difficult to reproduce this childcare centre scheme. As indicated, the local council made use of the school and teachers that work in the school itself, and therefore did not need much capital investment, and ensured that the premises are safe since they are already operated as a school. Each village and town have their own schools and can therefore reproduce this form of childcare centre without much difficulty.
Sustainable elements	The childcare centre is sustainable and the local council intends to keep offering the service.

Name/ title of the best practice	Local Community Development
Main actors involved	San Lawrenz Local Council
Territory coverage	Locality of San Lawrenz (a village in Gozo)
Financial coverage	Central government, Own budget
Description of the project/experience/strategy	<p>San Lawrenz mayor, together with the other appointed councillors believe that in a world where both parents are increasingly opting to go out to work, and where grandparents are still active in the formal economy, the need was felt to set up a Childcare Centre. This Centre began operating in July 2002, and San Lawrenz Local Council was the first council in the Maltese Islands to recognise this need and set up a Childcare Centre. A hall was decorated to attract children, and great emphasis was placed on safety. Parents appreciate highly the efforts taken by the council, and all of those who wish to leave their children in a suitable environment where they are not only taken care of, but also given space to learn and socialise. For this purpose, two Assistants are employed, and are responsible for the running of the childcare centre.</p> <p>Women's issues are at the heart of the San Lawrenz council because they believe that there should be a focus on women's needs and aspirations. Till the present day, women are still the primary caregivers, and those who bear the responsibility of the domestic chores. On the other hand, the council's focus is not only on women vis-a-vis their employment status. It is important also to get women who are regularly bound to the home to socialise and to build their knowledge about current affairs. The Local Council tries to create networks with other entities, such as the 'Kempinski Hotel' to give priority to the residents of San Lawrenz in recruitment. By this measure a number of women who were never in paid employment before were given the opportunity to participate in the formal economy.</p>
Project/experience/strategy main results and products	<p>The San Lawrenz Council declared that they offer this service not for financial gains, since as a matter of fact they operate at a loss, but they do so because they believe that children can develop their socialisation skills and that parents should not be obliged to delegate their children's care on relatives. The village of San Lawrenz is always active in the camp of educational initiatives. Besides, the Local Council believes that with the opening of a childcare centre, women would be more willing to enter the world of work, at least on a part-time basis. The residents of San Lawrenz demand more opening days than the two days in which the childcare centre is open.</p> <p>The San Lawrenz Local Council promotes equal opportunities and the benefits reaped from the opening of the childcare centre, through press releases and reports which promote the initiative.</p>
Main weaknesses/obstacles	The Executive Secretary stated that lack of financial resources put other councils off from taking such measures as opening a childcare centre. The running expenses experienced are also the main cause for not opening the childcare centre more than twice weekly.

Main positive elements	The councils interviewed expressed that collaboration and benchmarking with other councils is difficult to operate, because although communication on the strengths and weaknesses is present, however they feel that such networking does not really work.
Innovative elements	This local council took its own initiative to address the needs of men and women in its locality and is aware that it needs to take a gender perspective in the carrying out of its duties. One of the main initiative taken by this Local Council to strengthen in practice this issue is that every sub-committee is to have an equal balance of gender
Reproducibility elements	It should not be difficult to reproduce this childcare centre elsewhere as the local council has taken up its premises from the school premises.
Sustainable elements	The childcare centre is sustainable and the local council intends to keep offering the service.

Name/ title of the best practice	Local Community Development - Childcare
Main actors involved	Birkirkara Local Council
Territory coverage	Locality of Birkirkara (a town in Malta)
Financial coverage	Central government, Own budget
Description of the project/experience/strategy	<p>The Birkirkara Local Council is keen to initiate measures that promote equality. It is of the belief that in a world that is offering more opportunities for both sexes, women have to make choices that need to be facilitated through structures, policies and action plans. Now that equal opportunities have increased, it felt the need to address the younger children who are too young to attend kindergartens. The idea behind such measures is that parents could choose freely on family and work, and their choices would not be to the detriment of their children.</p> <p>A new childcare centre is in the process to open in the locality of Birkirkara in a partnership between the local council and the government. Currently, most childcare centres are privately owned. This collaboration between the central and local government signifies a positive sign towards the effective networking between different levels of governance.</p>
Project/experience/strategy main results and products	As such there are no experiences, strategies or results that can be drawn at this stage. However, since Birkirkara is the largest town in Malta and Gozo, and the initiative by a local council to set up a childcare facility relatively new, the experience of Birkirkara is expected to be monitored by other local councils who will hopefully follow suit.
Main weaknesses/obstacles	Not available
Main positive elements	Not available
Innovative elements	The childcare facility is purposely built for the provision of childcare, and will thus set a new benchmark in the provisions of such a service.
Reproducibility elements	The childcare centre may be reproduced elsewhere but at a much higher cost than the ones identified in Gozo. Once the childcare centre is fully functional, one will be in a position to determine the level of reproducibility better.
Sustainable elements	Not available

Name/ title of the best practice	Local Community Development – Childcare & Gender Mainstreaming
Main actors involved	Zejtun Local Council
Territory coverage	Locality of Zejtun (a town in Malta)
Financial coverage	Central government, Own budget
Description of the project/experience/strategy	<p>The Zejtun Local Council is very active on gender equality issues. Along the years work was focused on:</p> <ol style="list-style-type: none"> 1. Improving the effective and pro-active role women should take in all spheres of local community. 2. Raising awareness on the important contribution women give to society and to the locality, and build an appreciation of the role of women as being equally important to the role of men. 3. Creating facilitative situations where women are given the opportunity to develop their potentialities both in family life and in the employment sector. <p>Since its inception, the Zejtun Local Council has worked relentlessly to open up opportunities for women to take up an active role in the council's operational framework. This was done by involving women directly in several courses, not only to use their free time on an educational initiative but also to further develop their talents and their potentials. The Council has also worked on the creation of activities related to women's health. Throughout the identification of problems, and the decision-making process in deciding what measures to adopt, the gender dimension is taken into consideration, thus implementing the gender mainstreaming. As a council, positive action is adhered to in situations where women lag behind. In addition, one of the councillors is involved in regional committees on gender equality issues, thus imparting the knowledge acquired to the council.</p>
Project/experience/strategy main results and products	<p>The main focus which the Zejtun Local Council embraces is that of strengthening the inalienable right of women to develop further their studies and their career path. It was this belief that was the motivating source beneath the need to come up with an ambitious project such as that of the Child Day Care Centre. Through the establishment of such centre, women who choose to further their studies or who opt to participate actively in the employment sector will have a guarantee that their children are in a modern, safe, highly equipped and accessible centre during the day. The Child Care Centre is still being built. The Zejtun Local Council feels the need to work more on the social field, and the desire that their role as social agents who can contribute to social matters is understood. The main limitation felt is the need to have more financial aid, more cooperation with central authorities who have an interest in gender equality, and more partners who are ready to work closely with the Council so that the Centre will be ready to start operating on a regular basis.</p>

Main weaknesses/obstacles	The local council claims that it did not receive the level of support that it requested and thus its projects are taking longer to be implemented.
Main positive elements	This local council has developed a gender mainstreaming strategy that it is being implementing through the various activities that it carries forward. It is also working on the empowerment of the female population of the locality, and intends to open a professional childcare facility.
Innovative elements	The childcare facility is purposely built for the provision of childcare, and will thus set a new benchmark in the provisions of such a service.
Reproducibility elements	The childcare centre may be reproduced elsewhere but at a much higher cost than the ones identified in Gozo. Once the childcare centre is fully functional, one will be in a position to determine the level of reproducibility better.
Sustainable elements	This local council has managed to entice women to become more active and to participate in work projects within the locality or elsewhere at a profit.

Scotland

Gender Equality in Local Economic Development in Scotland

SUMMARY OF THE CASE STUDY

1. The Equality issue in Scotland

In Scotland, women constitute the majority of the population. However, significant gender inequalities still exist. At 30 June 2006, the total Scottish population was of 5,116,900, 51.7% of which female. Life expectancy in 2007 is estimated to be of 79.9 years for females and 75.1 years for males. Both values have increased over time, but are still below the UK and EU averages. The average number of children per woman in Scotland in 2006 was of 1.67, a fertility rate lower than the rest of the UK but higher than in recent years. The average mother's age at childbirth in 2006 was of 29.5, also higher than in past years. 48% of births were recorded amongst non married parents (compared to 36% in 1996).

Male employment and activity rates are higher than the female rates. In the period May-July 2006, 72% of women in employment age were employed, compared to 77.8% of males. In the same period, female activity rate reached 75.8% (against a male activity rate of 82.5%). Despite having improved over time, women's activity and employment rates remain 6.7% and 5.8% below the respective male indicators. Furthermore, significant gender differences emerge when considering the proportion of full-time and part-time employment: fewer women are employed, and, when in work, women are disproportionately

represented in part-time jobs.

The gender pay gap is still considerable. In 2006, the mean hourly pay rate for adults in full-time employment in Scotland was 14% lower for women than men. Women in part-time employment earned 12% less than men in part-time employment and circa 35% than men in full time employment. In the combined years 2003/04-2004/05 the male median net individual income (i.e. earnings plus other sources), was 49% higher than the female equivalent.

Occupational segregation persists to a large extent. Women are also underrepresented in comparison to men in running businesses, whether in self-employment, partnerships or limited companies. The number of self-employed women in Scotland increased by more than a third between 1991 and 2001; however, the proportion of economically active women who are self-employed remains below the equivalent figure for men (6:14 percent). Women's entrepreneurship remains concentrated in traditional female sectors, and the majority of women-led businesses are small, with about half operating part-time, and grow less.

In education, Scottish girls perform better than boys, with more female students attaining 5 or more Standard Grades at credit level (2004/05 data). In higher education, female students have

outnumbered male students since 1996-97 (and the gap is increasing). However, there are still significant differences between genders in the subjects studied and both female and male students tend to concentrate in gender stereotypical sectors. After graduation, women in Scotland earn 15% less than men within five years of graduating.

Women are under-represented at decision-making level in the public and private sectors. Women represent 34.1% of the Members of the Scottish Parliament and female Ministers make up just 31.25% of the cabinet. Representation at local government level is much lower, at 21.6%. In the workplace, nearly 70% of managers and administrators are men, while 74% of clerical and secretarial workers are women.

Still to date, women spend 78% more time than men in doing housework. They are the primary carers for the elderly and children. Women make up 92% of lone parent households and are the main victims of domestic abuse (86.1% in 2005/06).

2. Economic and Local Development in Scotland

The Scottish Executive's Framework for Economic Development in Scotland (FEDs), published in 2000, is the major reference for economic development policy. A central objective is the enhancement of productivity, in which the Executive's role is mainly to facilitate the ability of the private sector to drive Scottish growth by supporting the development of economic infrastructure, addressing market failures in enterprise growth and promoting social and regional development and sustainability. Scottish Enterprise and Highlands and Islands Enterprise are the key economic development agencies in Scotland. At the local level they operate through a network of Local Enterprise Companies (12 in the Scottish Enterprise area and 10 in the

Highlands and Islands Enterprise area).

A new Regeneration Policy Statement was launched in 2006. Although local authorities are recognised by the Scottish Executive as being the key strategic players in regeneration activity in Scotland, with this Statement the Executive is taking an increased and more strategic role in this area. At local level, there are 32 directly elected local authorities (Councils) in Scotland which provide local services and receive a large part of their funding from the Scottish Executive. The Councils are active in the fields of local economic development and regeneration, often working in partnership with agencies in the public, private, community and voluntary sectors.

3. Local Development and Gender in Scotland

Since 1999, Scotland has its own Parliament and Government (the Scottish Executive) with competence over a wide range of matters, including economic development. The power to legislate on equal opportunities is however reserved to the UK Parliament. The Scottish Parliament has nonetheless power to encourage equal opportunities and to impose duties on Scottish public authorities and cross border public bodies operating in Scotland. Accordingly, in November 2000 the Scottish Executive launched its Equality Strategy and established an Equality Unit. Similarly, the Scottish Parliament has a standing Equal Opportunities Committee which has promoted the integration of a gender perspective in a range of policies.

Scottish gender equality policies are underpinned by UK legislation. Gender equality has been part of British public policy since the early seventies, when the Equal Pay Act (1970) and the Sex Discrimination Act (1975) were introduced. Since then, the most important legislative development has been the 2006 "Equality Act". The Equality Act introduced provisions to tackle discrimination

on a plurality of levels. On the one hand, it brought in new requirements to eliminate discrimination based on religion or other beliefs, on sexual orientation, on gender and on disability; and, on the other, it reformed the institutional arrangements in place for the promotion of non-discrimination policies, by dissolving the Equal Opportunities Commission, the Commission for Racial Equality and the Disability Rights Commission and attributing their functions to a single Commission, the Commission for Equality and Human Rights.

With respect to gender equality, the Act places a statutory duty on all public authorities to pay due regard to, in the undertaking of their functions, the need to eliminate unlawful discrimination and harassment, and to promote the equality of opportunity between men and women. This is now known as the “Gender Equality Duty” (GED) which came into force across Great Britain on 6 April 2007. The GED reverses the perspective of the Sex Discrimination Act, by imposing “the onus on organisations to promote equality, rather than on individuals to highlight discrimination”. In practice, the GED outlines a set of duties - a general duty to advance gender equality that applies to all public authorities, and a set of “specific duties” (i.e. more detailed requirements) which are incumbent on listed public authorities to enable them to better perform the general duty. The specific duties imposed on Scottish public authorities (i.e. those that are devolved) by Scottish Ministers (through secondary legislation) are slightly different than those imposed on similar bodies in England, Wales and GB-wide bodies. In the implementation of the GED, public authorities are guided by what is called a Scottish Code of Practice.

4. Analysis of Best Practices

The case studies were selected to represent a wide range of experiences across Scotland and are diverse in terms of scope (mainstreaming or

direct support to women’s involvement in local economic development); funding sources (domestic or European); and territorial focus (Scottish or local/focused). The projects are also very diverse with respect to their goals, beneficiaries and implementation approaches. The heterogeneity of the selected projects is intended to be representative of the wide range of instruments that exists in Scotland for the support of equality between women and men, and, more specifically, for the integration of women in local development.

4.1 Close the Gap

The project started from work at the University of the Highlands and Islands (UHI) on the pay gap in the region. The UHI then became the lead partner of the Equal Development Partnership “Close the Gap” (CtG). The project has the key objectives of raising awareness of the pay gap existing in Scotland, to provide support for the steps that can be taken to improve the situation, and to promote positive action to narrow the pay gap. CtG works with three main types of actors: private companies, trade unions and the public sector. The project has entailed a very wide spectrum of activities. Phase I was mainly devoted to the development of methodologies to address the pay gap, including: training for students and for Scottish Enterprise staff and trade union representatives; development of the project website; the development of tools for employers and trade union representatives; case studies; research on the pay gap; and legal updates. Phase II has concentrated on those activities that worked well during Phase I, and on key priority areas, e.g. work with selected large private sector organisations; further work with higher and further education institutions, especially capacity building and support to pay review and grading; continued work with SMEs and trade unions; and, the commissioning of a study on the relationship between gender equality and profit for firms.

4.2 Women’s Fund for Scotland

The Women’s Fund for Scotland was set up in 2002 and is managed by the Scottish

Community Foundation (SCF), a registered charity which is also in charge of a number of other funds. The creation of the Women's Fund stemmed from the high number of women's project applications that were received under the other funds managed by the SCF.

The objectives of the Fund are to finance projects that support the empowerment of women and that improve the lives of women and girls in Scotland. Funding aims to support women facing challenges such as those associated with disability, ethnicity, single parenthood, ill health, age, domestic abuse and others. It does so by building capacity in small community grass-roots organisations, to enable them to empower women and to tackle disadvantage, and for them to be able to contribute to and enhance equality prospects in local communities. Eligible beneficiaries are charities and community organisations across Scotland - (non-statutory) organisations predominantly run by and for women, and organisations with women-only projects.

4.3 Engendering policy

Engendering Policy was an innovative two-year project which attempted to bridge the gap between policy and practice. Launched in 2005, as a collaborative pilot project between Oxfam, South Lanarkshire Council, Genderwise (a Development Partnership funded under the Equal Community Initiative), Glasgow Caledonian University and Engender (a NGO dealing with gender issues).

The project aimed to maximise the positive impact of regeneration activities on the lives of women and men in South Lanarkshire living in poverty (as determined by the Scottish Executive's data on deprivation rankings). This was done by taking a gender perspective on areas of regeneration work and disseminating the learning and benefits. The Project Officer identified five Council-run employment programmes which had received regeneration funding and where there was potential for gender mainstreaming practices to be introduced (Routes to Work South; Pride of

Place; What's with Work; Work Experience; and Skill Force). Specific mainstreaming activities carried out by Project Officer within selected programmes included: assisting with client interviews; carrying out interviews with service providers, programme participants, teachers and school pupils; training and advice provision; data analysis, analysis of structures, desk research; ongoing discussions and meetings with programme managers and sub-contractors; conducting focus group discussions; design and implementation of questionnaires; and analysis of project selection processes. The Project Officer then developed a methodology for mainstreaming gender into these key employment programmes, with a series of specific recommendations.

4.4 Advancing Women Employability (AWE)

Advancing Women's Employability (AWE) is a unique pilot project led by the Senior Studies Institute at the University of Strathclyde in Glasgow, in partnership with Genderwise (an EQUAL CI Development Partnership), Lochaber College and South Lanarkshire Council. The 18-month project runs from 2005-07.

The AWE project aims to develop a range of innovative methods to engage and support older women in developing new careers in higher level jobs, particularly in growth areas of the local and Scottish economy. The specific goals of the project are to help employers understand the business case for improving gender equality; to change how older women view their employment potential; and to undertake robust field testing/comparison between rural and urban settings. Beneficiaries of the project are c. 120 women aged 50+ and three industry sectors. The programme focuses on three areas located in the West of Scotland - Lochaber, Glasgow and Lanarkshire. The project has been designed with three main components: training to help women aged 50+ to re-evaluate career options, explore their potential and develop new skills leading to employment; meeting with key intermediaries in industries considered to have a high potential for employment of 50+ women (hospitality and tourism, financial services

and health services); and bringing the two together with a major conference on employability and learning in later life.

4.5 Work-Life Balance

The Work-Life Balance project was developed at Glasgow Caledonian University Business School. The project ran from 2002-05, with a budget of £171,000, funded by the ESF (through the EQUAL CI) and Glasgow Caledonian University. The project operated with the support of a Steering Group which included representatives from the Equal Opportunities Commission, Scottish Enterprise, the Federation of Small Businesses in Scotland, Fair Play (a gender equality network) and the Confederation of British Industries.

The project examined ways in which Scottish micro, small and medium-sized firms (MSMEs) consider and incorporate flexible working practices (FWP) and family-friendly employment policies (FFP). The overarching aim was to encourage the expansion of the numbers of MSMEs in Scotland with active flexible working practices and family-friendly employment policies. The project entailed a number of practical steps, including: desk research; interviews with ten Scottish MSME owners or senior managers; a questionnaire survey to 2,560 MSMEs across Scotland; the development of a database to record the responses; the development of ten good practice case studies; a focus group of potential labour market entrants; interviews with four stakeholder organisations in the field of economic and business development in Scotland; creation of a dedicated project website; and a final report. The research led to a series of interesting findings and delivered a series of practical outputs of immediate relevance for Scottish MSMEs, such as: (i) a model of good practice, (ii) a diagnostic and implementation tool for MSMEs to support the integration of flexible/family-friendly working practices, and (iii) ten case study examples of good practice. The project also carried out knowledge transfer, by disseminating the key findings of the research to relevant actors.

4.6 Women into Business

Scottish Enterprise's Women into Business programme is an umbrella programme which covers a range of targeted services which aim to increase the number of Scottish women starting-up and growing their own businesses, and to improve the sustainability and growth potential of female-led businesses, thus contributing to the growth of the Scottish economy. Prior to the programme launch in 2000, a number initiatives targeting women had been in operation, but with no clear strategy or approach. The programme is now overseen by the National Unit for Women's Enterprise (NUWE) was set up in 2003. The programme is funded mainly through Scottish Enterprise resources, but has also received funding from the Scottish Executive and the European Social Fund for specific programme components.

The focus of the targeted interventions is on women at the very early stages of business development. Programme services are available through the Business Gateways, the Local Enterprise Companies (LECs) and the Chambers of Commerce. The range of services offered currently includes: networking opportunities; a micro-credit programme offering start-up and business development loans from £500-£5,000 accompanied by training; group working and seminars, helping women develop funding and investment plans; mentoring; a website (www.scottishbusinesswomen.com); and a biennial national conference. The training and advice available under the programme has been identified by programme managers as being particularly valuable. On the other hand, the provision of funding has been less important. It was found that many women preferred to access funding through their own resources, and remain debt averse.

4.7 Women into Enterprise

The Women into Enterprise project was developed within the Business Support Unit of Glasgow City Council, with co-funding from the Western Scotland Objective 2 Structural Funds

programme. The project ran from 2002-05, continuing until early 2007 with a lower rate of award.

The main aim of the project was to assist women's start-ups and existing women's SMEs in Glasgow to become innovative and sustainable. The project was built around three main components: training (business development and marketing); facilitation of networking opportunities; and grants. One of the main innovative elements of the scheme was that applicants did not need to be located in business premises and pay business rates to the Council, i.e. businesses working from home were eligible. In phase I (February 2002-February 2005), just under 2,000 training places were funded. Under the grants programme, the same period saw 46 start-up and 42 existing businesses assisted. Structural Funds co-funding meant that specific project performance indicators and targets were established at the start of the project, and all of these were achieved or exceeded. From a qualitative point of view, the work of the networking groups was considered very useful: some groups continue to meet regularly even after four years.

5. Future scenarios, roles of institutions at different levels and policy gaps

Looking at future scenarios on the implementation of equal opportunities in Scotland and at the integration of women in local economic development processes implies considering the likely impact that the Gender Duty will deliver. Overall, the views gathered on the Gender Duty were extremely positive, as it provides the necessary degree of formality that is needed to ensure that gender equality is a priority and that this filters into both public and private sectors. This having been said, there is some degree of realism on the expectations of the Duty in consideration of the perhaps limited accountability placed upon it. Moreover, although the legislation is being put in place, the

implementation of the policy at the local level will very likely become the responsibility of specialist units (e.g. the Equal Opportunities sections of the local councils). This specialisation might dilute the impact of the Duty. A further problem with the implementation of the GED relates to the difficulties associated with its practical delivery and the specialist skills required to comply with it.

There was wide consensus amongst the interviewees that the role of European Commission has been extremely influential and that good practices were almost always funded by the European budget. The dissemination of best practice is also considered to have been beneficial in ensuring that across the EU there is a common understanding of gender issues, and to build capacities.

The role of the Scottish Executive was considered to have been generally very positive. The role of the Equality Unit of the Scottish Executive in particular was considered to have been most useful; however, it was also noted that the Unit can only have a limited influence on how other Departments within the Executive shape their policies. It was felt that, where the Unit has latitude to intervene, it does so effectively, but this latitude is perhaps not as wide as it could be.

The EOC was considered to have been hugely important to raise awareness and to influence policies. Nonetheless, the fact that in October 2007 it will cease to exist as such and will be merged into a new Commission for Equality and Human Rights (CEHR) was deemed a positive development, as it will give more strength to the equality agenda by eliminating any possible fragmentation in the way the different types of discrimination are dealt with. Moreover, this is in line with the understanding of equality that is at the basis of UK public policy: an all encompassing concept which includes all aspects of possible discrimination and that goes beyond the traditional issues of labour market inclusion, equal pay and non-discrimination (and that is different than the principle of equality between women and

men included in the EC Treaty and promoted by the European Commission through the Structural Funds).

The government agencies in Scotland – e.g. the Enterprise Network, Careers Scotland - have been reported to have worked hard to communicate the business case for gender equality and show why it is important. As a result there is now a better understanding of the value of equality from an economic development perspective. However, there is still a need to build the evidence of the business case for equality and to disseminate this concept more widely. There are a high number of NGOs in Scotland that deal with Equal Opportunities. A great deal of fruitful cooperation is reported to take place amongst these. Trade Unions are also active in the field of gender equality. The Scottish society itself is considered to have been traditionally very receptive to the issues of equality.

A few gaps were identified with respect to the implementation of gender equality policies in Scotland. A first set of gaps relates to policy areas that so far have not been adequately developed from an equal opportunities point of view. First, regarding the pay gap, the fact that pay reviews are still not mandatory (despite the important improvements introduced by the GED) is felt to be a significant deficiency. Second, there is still little policy work that is being done on older women specifically.

A second set of gaps relate to the methodologies and practices in place to integrate gender considerations in the wide range of sectoral policies, even where the relevance of equality is acknowledged. On a conceptual level, there is still an inadequate link between the analytical work carried out in the academia and the stages of policy-formulation. On a more operational level, there is still a gap between the policies formulated (mainly at Scottish level) and the actual work of practitioners on the ground (local levels). One example of this is the field of regeneration policy, where the inadequacy of the tools to involve

women in decision-making processes has a detrimental effect on the policies' capacity to tackle poverty and its specific impact on women.

6. Conclusions

Devolution has raised the profile of equal opportunities and gender equality in Scotland. However, there is a risk of loss of momentum. It will be important in the future to put into place efforts to capitalise on the progress made in this area and to further promote the gender equality agenda with concrete policy initiatives.

There is a high degree of compartmentalisation of equality within government departments, local authorities and agencies, whereby the implementation of gender equality initiatives is still perceived to be a competence of specific units or officials within organisations, rather than a goal of all those in charge of policy development and delivery. There is still a lack of ownership of the gender issue across the board and the mainstreaming approach is still far from being achieved. Whether the GED will be able to overcome such limitations is controversial.

Whilst with these limitations in mind, it is undeniable that Scotland has been over the past few years a real test-bed for innovative activities for the promotion of gender equality. A wide range of initiatives has been implemented in pursuit of this goal by different types of actors and with differing scope, aims and territorial focus. In other words, if from a top-down level it is proving difficult for gender equality to filter through all policies, it should also be acknowledged that there are a great deal of initiatives on the ground that support the integration of women in Scottish economic and social life.

For the future, more work should be done to create synergies between such initiatives and to place them in a more systemic framework so as to maximise impacts and added value. Additionally,

women should be involved more and more routinely in local development decision-making (especially at grass-root levels). It would also be beneficial to pay more attention to the operational aspects of policy delivery and to develop appropriate tools to more effectively link policy and practice, in a similar way as the Close the Gap and the Engendering Policy initiatives have done. Pilot testing these tools and monitoring their use should also be encouraged, to promote the implementation of successful experiences in similar contexts.

Two key lessons emerge from the case studies. First, the success of initiatives for gender equality is often built on the commitment of individuals on the ground. However, the commitment of senior levels is also essential to integrate gender equality more effectively within the culture of organisations. Second, it can be difficult to make the qualitative jump from successful, innovative pilot projects to large-scale mainstream. For this, it would be fundamental to set up an effective follow up framework through which systematically institutionalise learning and establish a virtuous cycle of policy innovation.

Best Practice Scotland

Name/ title of the best practice	Close the gap
Main actors involved	<ul style="list-style-type: none"> • Close the gap Development Partnership, led by the Equal Opportunities Commission, http://www.closesthegap.org.uk/ • STUC, Scottish Trade Union Centre • Equal Opportunities Commission • Scottish Executive • Scottish Enterprise
Territory coverage	Scotland
Financial coverage	Equal CI. The project was funded until December 2005. Further funding obtained from Scottish Executive, Scottish Enterprise and STUC (work) for 2006-07.
Description of the project/experience/strategy	<p>The project has the objective to raise awareness on the pay gap existing in Scotland and to provide support on the steps that can be taken to improve the situation.</p> <p>Close the gap has worked with private companies, trade unions and the public sector with a range of different activities designed to narrow the gender pay gap.</p>
Project/experience/strategy main results and products	<p>The project has delivered a wide range of outputs, including (from CtG website and interview):</p> <ul style="list-style-type: none"> • the training of over 100 equal pay workplace TU representatives; • the first outdoor advertising campaign around the pay gap in Scotland; • the development of negotiating toolkits for trade union reps; • awareness raising materials for HE and FE student officers; • research into the gender pay gap in the Highland region of Scotland; • online training materials for Scottish Enterprise employees; • a guide to comparing jobs for equal value for small and medium enterprises; • various targeted awareness-raising materials; • undergraduate and postgraduate modules around women in the workplace.
Main weaknesses/obstacles	The policy context is a context of low profile of the pay gap issue. The legislation seeks to influence employers but there are no demands that can be made as the pay reviews are not mandatory.

Main positive elements	<ul style="list-style-type: none"> • The capacity to bridge together different actors in the partnership • Innovation in the methods developed (e.g. the tool-kits provided v. practical guidance on an issue that to employers and TU reps. seem too wide to tackle) • Realising how complex an issue the pay gap is and how messages to be effectively conveyed need to be segmented • Involvement of Scottish Executive v. positive: facilitated of access to other areas of S. Executive and unofficial involvement in policy, gave high profile to events organised.
Innovative elements	The project as a whole is new. It deals with issues which were never so explicitly and systematically tackled before and developed innovative methods to do so.
Reproducibility elements	<p>The raise awareness campaign, the studies on the extent of the pay gap and the tools to improve the existing situation could be replicated in Italy where also the pay gap is set to be significant.</p> <p>However, there are wider issues which contribute to enhance the extent to which women in the labour market are actually discriminated against (e.g. precarious position due to project-type contracts which do not foresee allowance for maternity leave for example) that mean that somehow the pay gap issue can be solved only together with a wider reform of the labour market, as if the situation of women in the Italian labour market is one of disadvantage and discrimination, it is not just (or perhaps not mainly) in terms of salary. Still, a public awareness campaign would be useful to point the finger to a fundamental issue of discrimination of women in the workplace and in society.</p>
Sustainable elements	A considerable part of the project is about capacity-building which will leave, it is hoped, a long-lasting legacy.

Name/ title of the best practice	Women's Fund for Scotland
Main actors involved	Scottish Community Foundation (manages the fund) Scottish Executive, Equality Unit (established the fund in 2002)
Territory coverage	The fund covers the whole of Scotland; projects however have a local coverage
Financial coverage	Scottish Executive, Equality Unit (c. £600,000 so far); Communities Scotland (c. £28,000) and individual donations. Fund-raisers are also regularly organised
Description of the project/experience/strategy	<p>Objectives -The objectives of the Fund are to finance projects that support the empowerment of women and that improve the lives of women and girls in Scotland. In particular, funding aims to support women in facing challenges such as those associated with disability, ethnicity, single parenthood, ill health, age and domestic abuse and others.</p> <p>Beneficiaries - Funding is for charities and community organisations, not for individuals, these have to be: organisations predominantly run by and for women; and organisations with women only projects, which seek to support and empower women.</p> <p>Projects funded to date have involved two key themes:</p> <ul style="list-style-type: none"> - contributing to the regeneration or development of an area by (a) enhancing local facilities, for the purpose of encouraging women who experience discrimination, disadvantage or live in areas of deprivation to live or work within their local community; (b) supporting local women who have particular needs due to their gender, age, sexual orientation, disability or race; (c) assisting women to make use of local facilities and opportunities for education, training or employment purposes - projects that celebrate International Women's day. <p>Projects generally have a local territorial focus and have included a range of purposes, from training for work initiatives, befriending, IT courses, improving premises, counselling etc. to self-defence classes and the support of events to celebrate international women's day.</p> <p>Implementation procedures - Two types of grants: Small Grants (up to 1,000 pounds) and Main Grants (between 1,001 and 5,000 pounds). It is easily accessed through open calls. Simple application forms can be downloaded from the SCF's website. Award decisions are made within 6 weeks for the SGs and within 3 months for MGs.</p>
Project/experience/strategy main results and products	To make the difference for as many different groups of women as possible, criteria are kept deliberately loose, so as to favour a range of recipient groups in terms of how the money is spent and in terms of who benefits. A recent evaluation of the fund has met its goals to: reach a wide spectrum of beneficiary groups; finance a very diversified range of types of projects and activities; attract new types of applicants each year; and cover different types of areas across the whole of Scotland (even though most grants are by nature concentrated in the main cities) (S. Hamilton, Op. Cit.).
Main weaknesses/obstacles	It can be difficult to obtain good quality, innovative projects especially from more rural areas.

Main positive elements	<ul style="list-style-type: none"> • Extensive experience of SCF with the management of similar projects ensures efficiency, rigour and transparency; • Part of the resources of the Fund are invested in endowments, so as to leave a legacy and ensure the durability of the fund across time; • The Fund has levered significantly on public resources with its active fund-raising policies; • Rigorous, yet user-friendly process appeals to a wide range of groups and projects, in line with the goals of the instrument.
Innovative elements	<ul style="list-style-type: none"> • There are no prohibitions with cumulating the award from the Fund with other grants, indeed the Fund's awards have often acted as a catalyst for further funding from other sources (maximising impacts). • Initial scrutiny of applications by voluntary assessors.
Reproducibility elements	<p>The fund could easily be reproduced as it is simply managed: only two types of applications and no thematic or other differentiation of projects other than the amount of monies requested.</p> <p>However to reproduce the experience in Italy one would need to identify institutions which could both be entitled to manage a fund and have an interest in women's development. The fund has a local territorial vocation and as such its implementation in an Italian context could usefully be at the regional level (or even sub-regional, e.g. provincial).</p>
Sustainable elements	Endowment investments make the Fund durable.

Name/ title of the best practice	Engendering Policy
Main actors involved	Equal Community Initiative (Structural Funds) South Lanarkshire Council (local authority) Oxfam (charity) Engender (NGO) Glasgow Caledonian University
Territory coverage	South Lanarkshire region
Financial coverage	Funding from local/regional, national and Structural Fund sources
Description of the project/experience/strategy	There are two strands to the project: 1) A pilot programme within South Lanarkshire Council to raise awareness of and trial an engendering regeneration policy programme to establish the criteria for best practice. The theme of employment has been selected, with the intention that policymakers working within this group will gain a greater understanding of how to assess the effect of policies on individual groups and therefore improve the effectiveness of new policies. The beneficiaries are the Council Officers working on the employment-related regeneration programmes; 2) Training for women in the community (voluntary/community sector) to enable them to make their voice heard in the political process.
Project/experience/strategy main results and products	The effects expected were: <ul style="list-style-type: none"> • To change the way policies are developed in relation to employment in South Lanarkshire • Improved women in the community's understanding of how to influence local government policy
Main weaknesses/obstacles	To be successful, the staff affected must be convinced of the benefits of the project (or obliged to comply). Staff changes can have a negative impact.
Main positive elements	Although the project has only been running for just over a year, some effects can already be seen. The project has already been extended to other regions in Scotland (Dundee and Inverclyde Councils).
Innovative elements	The project links theory and practice, by taking a gender perspective on regeneration work carried out on the ground.
Reproducibility elements	The project has already been extended to other regions in Scotland (Dundee City Council and Inverclyde Council).
Sustainable elements	Not available

Name/ title of the best practice	Advancing Women's Employability (AWE)
Main actors involved	<ul style="list-style-type: none"> • University of Strathclyde, Senior Studies Institute, Glasgow (lead) • Lochaber College, Scotland • South Lanarkshire Council, Scotland (Genderwise Scotland Development Partnership (who sponsored the project under the Equal CI)
Territory coverage	The territorial coverage of the project is focused on three areas: Lochaber, Glasgow and Lanarkshire
Financial coverage	The project has been funded by the Equal CI, the University of Strathclyde and South Lanarkshire Council
Description of the project/experience/strategy	<p>Objectives</p> <ul style="list-style-type: none"> • To help employers understand the business case for improving gender equality • To change how older women view their employment potential • To undertake robust field testing/comparison between rural and urban settings <p>Beneficiaries</p> <p>c. 120 women aged 50+ and 3 industry sectors</p> <p>Activities</p> <ul style="list-style-type: none"> • Intensive, tailored support and training for older women (50+) either seeking or in employment, to increase aspiration, improve skills and increase job retention • Employment focus on business sectors in which women are underrepresented or job segregated, including working with sector representatives, company managers/HR, on a Scotland-wide basis • Innovative use of ICT, including distance delivery methodology • Linking women in employment and those economically inactive/unemployed with selected companies in a joint "Accelerator programme", to discover new employment options, routes, channels.
Project/experience/strategy main results and products	104 women trained, project newsletter produced. Still too early to judge impact but initial positive feedback obtained Issues communicated effectively to chosen sectors.
Main weaknesses/obstacles	The project team is small and the project has a limited duration. The participation of women from remote rural areas was particularly problematic.
Main positive elements	The after-care training has proved to be very valuable, as has the mix of outside speakers providing training.
Innovative elements	The project is very innovative as very little work is being done to marry the issues of age, gender and employability.
Reproducibility elements	50+ women are also an important part of the Italian population and yet policies for life-long learning, re-insertion in the labour market or career advancement for this segment of the population are limited.
Sustainable elements	Not available

Name/ title of the best practice	Work-Life Balance
Main actors involved	<ul style="list-style-type: none"> • Caledonian Business School (project promoter), Glasgow Caledonian University • Worklife Adaptability Partnership, the Equal CI Partnership that selected the project, http://www.equalscotland.co.uk/ • Equal Scottish Support Unit - http://www.objective3.org/Web/Site/Equal/About/equal_feedback.asp.
Territory coverage	Scottish level (but work done presents EU-wide relevance)
Financial coverage	Equal CI and Caledonian Business School
Description of the project/experience/strategy	<p>The project's main objective has been to encourage the expansion of the numbers of MSMEs in Scotland with active flexible working practices (FWP) and family-friendly employment policies (FFP).</p> <p>Specific objectives were:</p> <ul style="list-style-type: none"> • to explore the current and alternative nature of work life balance policies; their incidence and coverage in MSMEs in Scotland; the disadvantages and benefits of flexible working policies and practices; and current strategies for monitoring their implementation; • to assess the extent to which different and alternative types of flexible work policies and practices meet the employment and domestic needs of employees (especially those with care commitments and women more generally); • to evaluate the awareness, alternatives and strengths of attraction of flexible work policies and practices to potential labour market entrants, (especially specifically those with care commitments and women more generally) • to investigate the perspectives of representatives from local development agencies careers advisory services, local authorities and other institutions with an interest in promoting employment development and economic stability¹.
Project/experience/strategy main results and products	<p>The project entailed a number of activities including:</p> <ul style="list-style-type: none"> • Desk research • A survey of 2,560 Scottish micro, small and medium firms • Interviews with firms, potential labour market entrants and Scottish stakeholders • The drafting and dissemination of 10 good practice case studies, a best practice model, an diagnostic/implementation tool for Scottish MSMEs and of a final project reports • The creation of a project's website.
Main weaknesses/obstacles	<p>Complexity and the large amount of time needed to undertake the project (larger than anticipated).</p> <p>Lack of follow up (although this was not part of the project from the start).</p>
Main positive elements	<p>The project contributed to shed light on a topic which is not yet well known, especially in the context of micro and SMEs (MSMEs).</p> <p>There is often a segmentation of knowledge and a lack of integration between human resource management and equal opportunities. The project bridges these two fields, proposing concrete and practical solutions for MSMEs.</p>

¹ MacVicar A, McDougall M, Bell S, Maxwell S and Rankine L (2005), Op. Cit.

Innovative elements	The project seems highly innovative as it investigates an issue which is relatively under-investigated.
Reproducibility elements	<p>The project's recommendations can be relevant also to Italy and other EU Member States. Of particular interest is the focus on MSMEs that in Italy too are a significant employer and motor of economic development.</p> <p>The conclusions of the project, the implementation tool and the case studies on Scottish MSMEs could potentially be pilot tested in Italian MSMEs too.</p>
Sustainable elements	The project was not sustained per se, for example by further work to follow-up on the project's recommendations. This should be built in any attempt to propose a similar project in an Italian context.

Name/ title of the best practice	Women into Business (WiB)
Main actors involved	<p>Scottish Enterprise (national economic development agency) Business Gateway (delivery organisation for agency) Scottish Executive (micro-credit) Renfrewshire Chamber of Commerce on behalf of Business Gateway (mentoring)</p>
Territory coverage	Scottish Enterprise area
Financial coverage	Scottish enterprise budget, with some funding contributed by the Scottish executive and ESF.
Description of the project/experience/strategy	<p>Women into Business is an umbrella programme (launched in 2000) which aims to increase the level, sustainability and growth of female-led enterprises. It includes specific services such as networking and micro-credit to increase the level of business start-ups, and mentoring and Business Investment for Growth to improve the sustainability and growth potential of female-led businesses.</p> <ul style="list-style-type: none"> • Networking: a programme of business seminars and networking opportunities for pre-start up clients; • Micro-credit programme: Business support and access to small-scale loans from £500-£5,000 to enable women to start-up and develop new businesses. The training programme provides a customised and integrated package. Although the loan fund is not solely for women, over 80 percent of the businesses participating in the programme are female-led. • Mentoring support for female entrepreneurs: includes three levels of mentoring; • www.scottishbusinesswomen.com: a specific and unique website developed to stimulate an interest in entrepreneurship among women and to communicate and promote the wide range of initiative available to encourage more women in Scotland to start up and grow their own businesses; • A major conference held every two years.
Project/experience/strategy main results and products	<p>The programme is considered to be successful, specifically:</p> <ul style="list-style-type: none"> • Networking: over 1,000 pre-start businesses participate in the programme each year. • Micro-credit: the programme has assisted c.550 individuals (of which c.80 percent are women) to start and develop their businesses in the last three years. • Website: visitor rates have increased by 50 percent each year since 2000. <p>More broadly, the Scottish Enterprise target of 3,600 women-led businesses to be assisted in 2004-05 was exceeded by 9.7 percent (actual performance was 3,949) – this accounted for 43.07 percent of total start-ups assisted by the network.</p> <p>Main weaknesses/obstacles</p> <p>The provision of financial support has been less popular than envisaged. Weaning clients from early stage support to the next level has been difficult.</p>
Main positive elements	<p>The mentoring and networking aspects have been very successful and popular. The programme's flexibility has allowed changes to be made year-on-year, based on feedback, changes in the operating environment, and take-up of services.</p>
Innovative elements	<p>When it was launched, the programme was one of the first of its kind. Other providers (e.g. retail banks, Chamber of Commerce) are now following suit with the provision of targeted services.</p>
Reproducibility elements	All
Sustainable elements	<p>The capacity building component of the project and the networking element are likely to be long-lasting.</p>

Name/ title of the best practice	Women into Enterprise (WIE)
Main actors involved	Glasgow City Council – lead partner (local authority) Strathclyde European Partnership (Secretariat of the Western Scotland Objective 2 Programme 2000-06)
Territory coverage	Glasgow
Financial coverage	Funding is from a combination of local/regional and national sources, with additional support from the Structural Funds
Description of the project/experience/strategy	<p>The project aims to extend entrepreneurship and innovation in the specific target group (women) and improve the competitiveness and sustainability of the SMEs they own and manage.</p> <p>The scheme provides small grants to women wishing to start-up in business or develop their existing businesses. It also provides advice, access to training, information and signposting services, and opportunities for networking with like-minded women.</p> <p>The scheme offers grants of up to 50 percent of the costs of a project, to a maximum of £1000 (originally £2000) for start-ups and £3500 (originally 5,000) for development of existing businesses. Eligible expenditure could include, for example, test marketing/market research, promotional literature/ marketing, web design and development, minor property alternations, equipment and training.</p> <p>Applicants must be the owner or principal partner of a SME. Priority is given to businesses entering or existing in cluster industries. Retail operations are not eligible.</p>
Project/experience/strategy main results and products	<p>The project builds on a previously successful initiative – Glasgow City Council’s Women’s Integrated Development Fund. The new programme was intended to be innovative and flexible, using best practice and best value.</p> <p>The output and result targets set out at the outset were all achieved or exceeded (see case study description).</p>
Main weaknesses/obstacles	It is difficult to obtain good quality projects.
Main positive elements	The scheme funded SMEs that were truly innovative and sustainable. It also encouraged women to become self-employed, providing them with the knowledge and advice to do so with a good prospect of success.
Innovative elements	Funding businesses working from home. This is particularly suited to women who are more risk-averse and need more flexibility in their working patterns to balance work and family commitments.

Spain

Gender Equality in Local Development in Spain

SUMMARY OF THE CASE STUDY

1. The socio-economic and political context

For the last thirty years, Spain has been one of the EU member states which have experienced the most rapid and meaningful *decentralization processes*. At present, the Spanish administrative system centres upon *three territorial levels: the State, the 17 Communities and the local authorities* which, in turn, are divided into two further levels, namely 50 provinces and 8,110 municipalities. Decentralization has brought about a significant increase in the degree of capacity and in the resources of the autonomous Communities and, though to a lesser extent, of the local bodies.

Spain has a population of 44 million¹. Since 1990, the immigrant population has quadrupled and now accounts for 8% of the overall population². Spain's *social and economic structure* is characterized by *marked urbanisation* (two in three inhabitants live in urban areas), *low birth*

rate (1.25 in 2002) and a *high proportion of elderly population* (dependent people aged over 65 were 24.5% in 2004³).

The average level of education has considerably increased. *Women have bridged the historical educational gap* reaching, in the space of two generations, the level of qualification that used to be a prerogative of men⁴; nonetheless, this has not translated into really equal conditions in the labour market in terms of wages and responsibilities. In fact, many women are still non-active (48%⁵), and the proportion of unemployed women is 12,25%⁶, compared to men's 7%. Women also seem to follow an intermittent and unstable employment pattern. In addition to that, *gender discrimination at the workplace, both vertical and horizontal*, still remains, as demonstrated by women still occupying lower positions, with a higher rate of part-time (23.5% women; 4.5% men⁷) and temporary jobs (37.3% women; 32.3 men⁸). A woman's average income is

1 INE, 2005.

2 OSE, 2006; INE, 2006.

3 Proportion of population aged over 65 compared to the potentially active population (aged between 16 and 64).

4 The proportion of women with a degree is around 25% compared to 16% of men (INE, 2006).

5 INE, 2006.

6 Eurostat, 2005.

7 Eurostat, 2006.

8 INE, 2004.

still only 71.3% of that of a man, independently of their competence⁹. Only 5.41% of managerial positions in the companies belonging to IBEX-35 are occupied by women, while their number dwindles to a mere 32% in the public administration¹⁰.

At present, the *Spanish economy* appears to be characterized by a prevalence of the third sector, with the services and building sectors stepping up.

The *Spanish welfare system* is based on a social protection model connected to the labour market and to employment, and therefore offers scarce protection to the low income band. The model is based upon two cornerstones: the collection of social contributions and low welfare payments. Public health care and assistance systems are limited, hence the overload of work on women. In the years 1996-2002¹¹, the fraction of the budget devoted to family policies was a mere 0.5%, less than a quarter of the average EU-15 value. To date, the Spanish GDP is lagging seven points behind the EU average as for investments in global social protection, and Spain ranks last among the EU-25 as regards social allowances for the family and children¹². In such a context, the family remains the first and foremost network and the main mechanism for wealth redistribution. Nonetheless, in the last decades, it has undergone changes that are cause for concern: single mother families are increasing, while women and children are the most prone to poverty and precariousness.

Women's share in power and in the decision-making process is rather limited. As for the economic realm, women's representation in the trade unions' governing bodies ranges from 20 to 46% while it only accounts for 2.35% in the higher ranks of employers' associations.

Only just above 30% of women are members of a political party. In the current parliamentary term (2004-2008) women MPs are 36%, while the rate reaches 37.7% in the autonomous Parliaments. At a local level, differently from what happens in other EU countries, the presence of women is greater than at regional and state level. Women account for 28% of local representatives, 21% of whom work in Departments¹³.

In Spain, the legislative framework for gender equality and local policies was, until recently, rather ambiguous. Noteworthy is the approval of the *Ley Orgánica 3/2007 para la Igualdad efectiva de Mujeres y Hombres* (Framework law n. 3 of the year 2007 concerning the effective equality between men and women), in that it provides local authorities with ample margin for development and intervention in the matter. Equally meaningful was the intervention carried out during the previous parliamentary term, when the reference framework was devised, namely the *Ley estatal 39/1999 para promover la conciliación de la vida laboral y familiar* (State Law for the promotion of the reconciliation between work and family life), the *Ley estatal 30/2003 para incorporar la valoración del impacto de género* (State Law n. 30 of 2003 on the evaluation of gender impact) and the *Ley 39/2006 de Promoción de la autonomía personal y atención a las personas en situación de dependencia* (Law n. 39 of 2006 on the promotion of personal autonomy and assistance to dependants).

The general regulatory framework regarding local development policies is defined by Law n. 7 of 1985 (*Ley 7/1985 de Bases de Régimen Local*), as well as by Law n. 57 of 2003 on the measures promoting the modernisation of local authorities (*Ley 57/2003 de Medidas para la Modernización*

⁹ INE, 2004.

¹⁰ Instituto de la Mujer, 2006.

¹¹ Eurostat, 2005.

¹² Fundación Encuentro, 2006.

¹³ Instituto de la Mujer, 2006

del Gobierno Local), a legislation that does not clearly define the local competences regarding local development and that has therefore promoted the formulation of sectoral legislations by both the central and autonomous Governments. However, a bill of law on local authorities (*Anteproyecto de Ley Básica del Gobierno y la Administración Local*) is currently being designed that entitles the municipalities with a number of competences, among which are those regarding the local economic development.

2. Gender Local Development policies in Spain

The introduction of a gender perspective in the strategies for local development is a recent acquisition for Spain. In the 80s of the 20th century, local authorities started to promote interventions on local development. These were *reactive policies*, centred upon the labour market and aimed at trying to react to the economic crisis and structural deficits that troubled the municipalities. At the same time, the first policies for equal opportunities and the promotion of women were formulated, with the creation of the first local care services and departments for women at municipal level. The two processes had no common ground

In the 90s, local development *policies* were focused predominantly on *promotion and still had a welfare-like approach*. At territorial level, though, the actions were aimed rather at boosting the local productivity and competitiveness and only gradually were some targeted actions for women introduced. The first Local Programmes for Equality, similar to those applied at State and autonomous community level appeared at this

stage. The first territorial development interventions targeted to gender were also first promoted in this period.

At the end of the 20th century, *local social development policies became definitely strategic* and the actions became context-specific. Therefore, local structures and policies for equality were consolidated and local development initiatives were promoted which included *gender as a transversal issue*. During this phase, when gender-related local programmes were implemented, Community guidelines and programmes bore a clear influence on the process.

At the time, EU's *social and cohesion policies* strongly influenced the gradual strengthening of the local development policies, thus creating the conditions for the inclusion of the gender perspective in intervention strategies. It may be interesting to analyse how the structural funds were employed in Spain, especially regarding gender policies within the framework of *Community initiative EQUAL 2002-2007*, because from this we can infer the effort made to eliminate gender inequalities by designing clearer policies. Furthermore, such initiatives made it possible to set up extended and varied partnerships between actors including institutions, companies, trade unions, the EU, etc, aimed at establishing gender policies at local level¹⁵.

The Best Practices examined were selected according to the following criteria: a) local or regional level; b) inclusion of structural measures in local administration practices; c) inclusion of empowerment processes and training for women; d) development of practices conducive to the setting up of partnerships among public and private actors; e) setting up of formal and informal

¹⁴ The legislation on equality has been developed in a heterogeneous way also by the autonomous provinces. Noteworthy is Law n. 4/2005 on equality between men and women passed by the Basque Parliament which, together with other innovative measures, broadens the range of competence of local administrations in this respect.

¹⁵ It may be interesting to underline that, of the total number of gender projects developed in Spain during that period of time was promoted by some Autonomous Community, 37% by local authorities and around 6% by the private sector. An analysis of the actors involved in the projects shows that 72% are local authorities, 56% Chambers of Commerce, 62% companies, 58% women's associations, 54% trade unions and, to a lesser degree, social economy entities (21%). Awareness-raising measures are predominant among the issues dealt with. (62%), followed by training (64%), support to enterprises (40%), integration into the labour market (40%), creation of structures and policies for equality (33%) and finally research (30%).

networks among women's groups and associations and f) continuity and sustainability in time.

Eight Best Practices were analysed, which had been adopted within the framework of the following public policies: strategies for the integration into the labour market; strategies against vertical and horizontal discrimination; strategies for business start-up; policies aimed at improving the companies' competitiveness and employment level; policies for the reconciliation between family, personal and working life; policies for urban planning and mobility; policies for the promotion of women's participation in the decision-making processes at local level.

3. Analysis of Best Practices

The cases analysed are listed below:

1. *Programa Yo, Política*. A programme integrated into the Urbal-21 network and focussing on training and awareness-raising activities aimed at women; it was developed by the Municipality of Sant Boi de Llobregat.
2. *Programa Emergim*. A project financed with EQUAL funds and aimed at recognizing and legalizing housework and care activities, upon initiative of the Municipality of Vilafranca del Penedès.
3. *Programa Agentes Locales de Igualdad* financed and implemented by the province of Barcelona with a view to training gender specialists to be employed by the municipalities in the province.
4. *Inclusion of a gender perspective in Ley 2/2004 de mejora de los barrios, áreas urbanas y pueblos que requieren una atención especial* (Law 2/2004 on the improvement of districts, urban areas and villages requiring special attention), a law promoted by the Generalitat

de Catalunya with a view to promoting a gender perspective both in the diagnosis and in the participation to processes for the upgrading and improvement of problem districts.

5. *Programa Cerezas por la Igualdad*, financed with EQUAL funds and carried out by the Cooperativa Montaña of Alicante with a view to enhancing women's empowerment and employment in a rural mountain area (Autonomous Community of Valencia).
6. *Programa Kideitu*, based upon an initiative of the Basque administration and aimed at planning and applying an integrated and participatory strategy for the inclusion of a gender perspective in the training and employment systems of the Basque Country Autonomous Community.
7. *Proyecto Ressor*, financed with EQUAL funds and put into effect by the province of Barcelona with a view to disseminating and promoting social responsibility practices in SMEs where a gender perspective is adopted.
8. *Agentes Sindicales para la Igualdad e Red de Agentes Sindicales para la Igualdad*, a programme carried through by UGT trade unions of Catalonia with a view to including a gender perspective in trade union activities and strengthening measures against the discrimination of women at the workplace.

4. Scenarios and perspectives. The role of each actor

The analysis of the available documents and of Best Practices allowed for the identification of the role played by each actor in local development processes according to a gender perspective. The main conclusions reached by the study work are very synthetically listed below.

The *European Commission* has played a pivotal

role in the development of equality policies, as it has provided the political guidelines, legitimated interventions on equal opportunities and funded the starting of a number of projects at local level.

Nonetheless, these initiatives generally originated from specific projects that have no connection with each other and often run parallel to the local authorities' daily business. In this respect, some risks have been highlighted. First of all, gender equality policies may be perceived as the fashion of the moment. Secondly, gender issues may be overshadowed by the fact that the EU has extended the idea of equal opportunities to all instances of discrimination. Finally, the adoption of a transversal perspective regarding gender issues may lead to the dispersion of responsibilities and, as a consequence, to the allocated resources no longer being sufficient. At the same time, it seems advisable to promote the formulation of legislative measures and Community programmes focussing on broader-spectrum issues (shared responsibility, participation, equality, urban planning, etc.)

The *Spanish public administrations* have played a decisive role in setting up a legislative and regulatory framework that has proved to be increasingly more receptive of the issue of gender equality. This notwithstanding, the fragmentation of competences and the lack of legal definitions call for the creation of stable coordination and funding mechanisms. As a matter of fact, the introduction of a gender perspective in local development policies has occurred in a fragmented, territorially uneven manner, based upon heterogeneous intervention models. Both the instruments and the resources are lacking. Therefore, it is imperative that we introduce flexible, diverse measures to promote gender mainstreaming, while implementing at the same time positive actions to strengthen institutional structures for equality. A change is also needed within administrations and public bodies in terms of organisation (improving equality within the decision-making bodies and introducing gender diagnosis and evaluation processes), operational

practices (systematizing and standardizing gender-based diagnosis and evaluation procedures), communication (non-sexist language). Finally, it is advisable to consolidate participatory processes at all level.

At *State level*, the institutional and legislative changes introduced in the last three years are worth mentioning. However, the application and rooting of the interventions are still to be assessed. Furthermore, it is necessary to resort to measures for the redistribution of the decision-making power, reallocation of resources, consolidation of participatory processes, and so on.

As for the *autonomous communities*, the strengthening and better organization of the autonomous bodies as regards equality is to be pointed out, as are the various programmes implemented by the autonomous communities and the passing of laws on equality, though to a lesser extent. This notwithstanding, the legislation and proposals vary considerably throughout the communities. Furthermore, in some instances and for certain periods of time the structures aimed at equality appear to have been characterized by excess politicization.

At a *local level*, the gradual evolution of equality policies from a welfare state perspective to a more structural approach is to be mentioned. In this respect, local structures for gender equality have been set up, and new instruments and procedures have been promoted. In spite of this, isolated initiatives are still predominant, whose continuity is sometimes not guaranteed. Furthermore, competences regarding local policies and resources for equality have not yet been determined, nor has the gender perspective become a transversal issue. In addition to that, there is a certain degree of imbalance between municipalities and the political climate as regards the services offered and the original proposals. In fact, the local governments seem to be exceedingly dependant on the political will and easily affected by the economic situation. At the same time, the territory needs to be taken into

greater consideration, so as to acquire a more in-depth knowledge of its diversity and characteristics and develop adequate gender diagnosis and assessment instruments focussed on the potentials, needs and involvement of the different social stakeholders. This will allow for the promotion of proposals with a bottom-up approach, thus creating suitable conditions for participation and concertation.

Finally, the analysis of the participation of non-governmental actors in the local development policies according to a gender perspective showed that though the involvement of *feminist groups* is already strong it should be increased, and their decision-making power should be strengthened. *Trade unions*, are paying ever greater attention to gender equality and marked progress has been

made in this respect within the unions themselves. Nonetheless, when collective bargaining agreements are conducted, men are still more numerous than women and gender-related demands are those more easily neglected at negotiation level. More should be done in terms of investments in the reorganization of working times and gender equality. At *company level*, the commitment to gender equality is scarce whenever the latter is not conducive to increased profits. Furthermore, the understanding of the complex issue of reconciliation seems to remain rather limited (and confined to image politics and corporate social responsibility). SMEs are the organizations where it is most difficult to introduce a gender perspective. As a consequence, the application of equality programmes in this sector is most challenging.

Best Practice Spain

Name/title of the BP	Programme Yo Politica (Political training and qualification of women)
Main actors involved	<p>Programme under the direction of the Municipality of Sant Boi de Llobregat with the participation of the following partners:</p> <ul style="list-style-type: none"> • Service for Promoting Woman-Man Equal Opportunities Policies in the Barcelona Council • Municipality of Turin • Administration of Montevideo • Municipality of San Salvador • Municipality of Quito • Municipality of Sao Paulo • Municipality of Asunción • Foundation ‘Servicio Exterior para la Paz y la Democracia (FUNPADEM)’ – (Independent Service for Peace and Democracy), San José, Costa Rica (as external partner)
Territorial coverage	<p>The programme Yo Politica provides for the training and qualification of women in the political (public and third sector) and technical field (public) of the European municipalities and Latin American partners in the programme.</p> <p>Yo Politica is integrated into Network 12 of the programme URB-AL “The promotion of women in local decision-making processes”, coordinated by the Council of Barcelona and includes the participation of more than 200 partners and various associate institutions belonging to countries of Latin America and the European Union, with a representation by continent of 60% and 40% respectively.</p>
Financial coverage	<p>The programme made use of financing by European Funds (70%) through Network 12 of the programme URB-AL. The remainder of the funding from local partners administrations was subdivided as follows: Municipality of Sant Boi (9%), Council of Barcelona (6%), Municipality of Turin (3%), Municipality of Asunción (2%), Municipality of Montevideo (2%), Municipality of Sao Paolo (2%), Municipality of San Salvador (2%) and Funpadem (2%).</p>
Description of the project/ experience/strategy	<p>The Yo Politica Programme, started on April 1 of 2005 and completed on March 31 2007, focused on drafting a political training plan for women (Mayors, Councillors, executives of civic associations, technicians for the Municipalities, etc.) in local bodies in European Union and Latin American countries, with the goal of fostering their presence and active participation in local decision-making processes.</p> <p>The specific objectives of the programme were the following:</p> <ul style="list-style-type: none"> • To promote participation and consolidation of leadership in the local bodies through training programmes that take into account the specific gender related needs; • To offer positive models in leadership and management of urban policies through gender mainstreaming, with the aim of improving the quality of life in urban areas; • To promote the exchange of experiences and know-how between the participants; • To draft and publish a guide for the practical application of the didactic material developed to multiply the effect of the project results; • To disseminate the results, the training and the educational material developed in the RED URBAL 12.

<p>Main results and products of the project/experience/strategy</p>	<ul style="list-style-type: none"> • 5 training courses, with the participation of 119 women were organized in the municipalities of Sant Boi (2 courses with 15 and 14 students: Councillors, leaders of political parties, and women holding important positions in public administration, trade unions and women's associations from the municipality), Montevideo (30 students: leaders of political parties and women with important positions in public administration), San Salvador (33 students: Councillors, technicians from the Gender Unit and technicians and directors from the districts) and Turin (17 students: with elected political roles and technicians from District municipalities); • 4 online courses of two months with the participation of women from all the partner municipalities of the project; • Altogether 242 women were trained in areas that strengthen their measures, offering positive leadership models and tools aimed at improving the situation in local bodies; • The creation of a web page to develop online courses and provide a tool for information and exchange between the participants in the programme www.yopolitica.org; • Development of a Training Plan underwritten by all the partners in the programme. Development of educational material with the training course programmes: Manual of Best Practices, Students' Manual and Trainer's Manual. Development of a Communication Plan and dissemination of the programme.
<p>Main obstacles/critical points</p>	<p>Material difficulties in some organizational or logistic aspects in creating a trans-oceanic network (Working hours, timetables and rhythms, individual organizational cultures).</p> <p>The organization of online courses entails difficulties due to the differences in the levels of technology used by the different partner countries in the programme, making it impossible to consistently guarantee the same level of accessibility. Difficulties in programming permanent training sessions due to the high logistic costs connected to the participation of women. The on-site training sessions, were limited to three days and no continuation of the programme was foreseen.</p> <p>The lack of funding made it difficult to integrate the training programme into the local administrations. One of the key points is to establish how each organization can maximize the commitment and resources allotted for the programme and guarantee that it continues, introducing gender training, developed through the programme Yo Politica, as part of the overall training.</p>
<p>Main positive elements</p>	<p>The ripple effect of the programme which increases the number of participants in the gender training sessions. The training of women who work and are leading processes both in a political as well as technical field, fosters the exchange of knowledge between groups of women who work in their own organizations and networks. Special emphasis should be placed on the training of women who work in local, neighbourhood, or municipal organizations with a high capacity for leadership and that share or exchange knowledge with other women in their own area. The spread of knowledge is more pronounced in Latin America than in the European countries.</p> <p>The chance for virtual contact between women from different organizations has a great potential in the creation of transnational networks as it fosters constant/ contact between women in local development leadership roles, though very different in background.</p>

	<p>The exchange of information and experiences between all the participants should be encouraged.</p> <p>Community funding of the programme makes it possible to develop quality informational material and guarantee its wide dissemination.</p> <p>Continuous training of women through the creation of the Euro-Latin American Centre for Political Training “Mujeres y Ciudad” (“Women and the City”). The Council of Barcelona as leader of the Network 12 UR-BAL.</p>
Innovative elements	<p>This is a training programme that was directed right from the start toward women who have clear intentions of actively participating in local politics. Furthermore, there is a certain guarantee with regard to the applicability or use of the knowledge acquired in political activity and technical knowledge of the trained women.</p> <p>In the same way, the capacity to create working networks between women who are politically active both in local administrations as well as the third sector, facilitates the creation of shared working areas and ways to reinforce gender mainstreaming in local development processes too.</p>
Reproducibility elements	<p>It is easily reproducible at the local level but also at a regional and national level. In fact, the drawing up of the educational material for the on-site and on line courses has already encouraged other administrations to become involved in this type of experience to promote similar initiatives in regional administrations.</p>
Sustainability elements	<p>The existence of a political will by institutions and organizations through the commitment to promote gender training in their own structures and influential networks.</p> <p>The guarantee of funding for the development of the training programmes.</p>

Name/title of the Best Practice	Programme Emergim
Main actors involved	<p>Under the direction of the Municipality of Vilafranca del Penedès (province of Barcelona) and with the participation of the following partners:</p> <ul style="list-style-type: none"> • Municipalities of Manresa, Igualada and Vilanova i la Geltrú (province of Barcelona) • Trade Unions: Comisiones Obreras (CCOO) e Unión General de Trabajadores (UGT) • Asociación Catalana de Empresarias y Ejecutivas (ACEE) - (Catalan Association of Women Entrepreneurs and High-level Managers) • (Association of the Family Workers of Catalonia) • Universidad Abierta de Cataluña (Open University of Catalonia)
Territorial coverage	The programme was developed at the local level in the four selected municipalities
Financial coverage	The total cost of the programme was 1.7 million Euros, with 50% of the financing from the Community initiative EQUAL (European Social Fund) and 50% from local bodies that participated in the programme
Description of the project/ experience/strategy	<p>The programme Emergim was implemented in the period from June 2002 - December 2004 in the municipalities and districts above-mentioned.</p> <p>The main goal was to oppose discrimination and social exclusion in the workplace through a programme of awareness, information and consultancy for male and female Operators in the sectors of cleaning and domestic work, with the aim of regularizing their working condition.</p> <p>Another aim of the project was to learn more about the situation of these groups of workers, integrate their training and guarantee their formal integration into the labour market, through the creation of tools aimed at providing incentives for legalizing their work condition; the development of a new professional profile in the sector that enables greater competence in domestic services; foster and promote contract bargaining through tools that favour inclusion in the labour market and a general awareness in the acknowledgment of the role of these male and female operators.</p>
Main results in products of the project/ experience/strategy	<p>The most significant measures implemented by the project are summarized as follows:</p> <ul style="list-style-type: none"> • Prospective study of the sector aimed at determining its characteristics and working conditions in the four municipalities. According to this prospective study carried out, in these municipalities and districts, approximately 3500 women were working in the sector of cleaning and domestic care in an illegal situation, for an income estimated at approximately 24 million Euros; • Creation of the Agencies Emergim as a reference point to supply information and advice to those seeking work and those offering it. The agencies responded to a total of 1097 requests for advice in the 4 municipalities (242 in Igualada, 258 in Manresa, 288 in Vilafranca del Penedès and 309 in Vilanova i la Geltrú). Out of the total of requests for advice: 27% regarded training; 32% integration into the labour market; 27% the legalization of their working condition; 2% immigration and 12% other questions; • Training to promote higher competences through a multi-skilled profile of the workers in this sector. 244 people participated in the training activities for professionals in the sector (238 women and 6 men); • Citizen awareness using communication campaigns aimed at fostering the participation of the citizens and at helping this category of male and female workers to

	<p>emerge. There were 214 people who succeeded in integrating into the labour market (28 in Igualada, 49 in Manresa, 99 in Vilafranca del Penedès and 38 in Vilanova i la Geltrú). 89 people were granted tax relief on 50% of their employment and Social Security contributions;</p> <ul style="list-style-type: none"> • The University Abierta de Cataluña created a network of internal communication, the “Red del Tiempo” (the Time Network), for partners and technicians of the project for providing a tool aimed at singling out supply and demand for the workers in the sector.
<p>Main obstacles/critical points</p>	<p>The complexity of the project itself owing to various factors: the lack of transparency in a very developed sector of the informal economy (jobs performed for the most part for private individuals); the lack of social consideration and recognition of cleaning work; the existence of a pronounced gender distinction between roles; difficulty in identifying the regulatory and legal elements hindering the regularization of these categories of male and female workers and finally the discrimination factors recorded in female workers in this sector who have already been regularized with respect to other categories of female workers.</p>
<p>Main positive elements</p>	<p>The Emergim agencies turned out to be a valid tool to combat discrimination against female workers in this sector.</p> <p>The programme promoters specialization in the problems of the sector was indispensable for providing more suitable information and advice to deal with the various needs.</p> <p>The detraction of 50% of the unemployment and Social Security contributions, together with other integrated measures promoted the regularization of the workers in this sector. The creation of a telematic tool, the “Red del Tiempo (Time Network)”, conceived for the future beneficiaries of the project who want to be regularly hired and single out the people who are seeking professionals in the cleaning sector, also turned out to be a valid mechanism for recognizing the market demands.</p> <p>Once the European project was completed the local Employment Services, in each individual municipality gave priority to the emergence of unregulated labour in cleaning services and domestic work.</p>
<p>Innovative elements</p>	<p>Drafting of a Legal Report on work regularization and Social Security for services in the cleaning and domestic care sector, in which various proposals were put forward for the reform and improvement of the legal framework.</p> <p>Presentation of the experience and the conclusions of the programme Emergim to the Commissions of Social Policy of the Parliament of Catalonia (November 2004) and the Senate (March 2005). During the presentation, the involvement of the autonomous government of Catalonia and the Spanish government was solicited.</p>
<p>Reproducibility elements</p>	<p>The experience of the project Emergim can easily be reproduced at a local level and can be applied in economic and employment promotion. It introduces the principle of gender mainstreaming and very powerful awareness elements.</p> <p>The autonomous and state administration has the task of promoting legal and tax measures aimed at favouring the regularization of this activity sector.</p>
<p>Sustainability elements</p>	<p>This programme can be easily implemented – the management support software has already been perfected – and can be a part of the economic development policy with the gender mainstreaming approach adopted by the municipality.</p>

Name/title of Best Practice	Programa de Agentes Locales de Igualdad (Male and Female Employees Programme for Equal Opportunities)
Main actors involved	Launched in September 2006 by the Department of Equal Opportunities and Citizens' Council of Barcelona (provincial administration) through a collaborative agreement with the Department of Labour of the Generalitat of Catalonia (autonomous administration)
Territorial coverage	Currently ongoing at a local level in 25 municipalities in the province of Barcelona selected according to: a) the population; b) the gender policies degree of implementation
Financial coverage	The program is 100% funded by the Department of Labour of the Generalitat of Catalonia (autonomous administration)
Description of project/ experience/strategy	<p>The aim of this programme is to make new professionals available to the municipalities for the development of equal opportunities policies of a local level. These professionals are integrated into the so-called Equality Areas or Women's Areas or in transversal programmes or units in the municipality.</p> <p>The general objectives can be summarized as follows:</p> <ul style="list-style-type: none"> ● To train, integrate and coordinate a group of professionals specialized in gender themes in local administrations; ● To reinforce the Equal opportunities Departments and their gender policies; ● To seek and define, at a municipal level, intervention models that involve all the local activities for pursuing gender equality; <p>The Department for Equal opportunities and the Citizens' Council of Barcelona is managing the programme that consists of training female operators for Equal opportunities and their employment as technicians for a duration of nine months, 25 hours weekly, during which they work in the Departments for Equal opportunities in the municipalities. At the end of this period, they are to be hired for a period of six months, with 50% of the cost being shouldered by the Council and 50% by the Municipality. Following this, the Municipality will have to evaluate the possibility of integrating these professionals into their staff.</p> <p>The Council of Barcelona has eight female specialists/technicians for Equal opportunities, that will perform the follow-up of the processes that are currently going on in the various municipalities and maintain constant contact with the Female operators for Equal opportunities.</p>
Main results in products of the project/experience/strategy	<p>Free ongoing training for the Female operators for Equal opportunities and the female technical professionals for Equal opportunities in the municipalities that participate in the program.</p> <p>Development of a Methodological Guide "Female Operators for Equal opportunities: the new profession".</p> <p>Commitments of 75% of the municipalities to integrate into their staff the Female Operators for Equal opportunities with the same working conditions to which they were subject in the initial period.</p> <p>Creation of a network space for Operators for Equal opportunities to share and exchange experiences (blog).</p>

<p>Main obstacles/critical points</p>	<p>Recognition of the Professional Profile of the Female Operators for Equal opportunities. The integration of the Operators for Equal opportunities in the local administrations must face difficulties due to the presence of systems that do not favour transversal work processes in terms of gender.</p> <p>The legal, competency, and resource ties of the local bodies regarding equal opportunities make it difficult for the female operators to develop and promote equal opportunities.</p> <p>The downsizing of the Departments for Equal Opportunities in the municipalities (lack of personnel, lack of resources and lack of space) limits the Female Operators for Equal opportunities in carrying out their roles.</p>
<p>Main positive elements</p>	<p>The programme makes it possible to equip the municipal Departments of Equal opportunities with trained personnel. The female Operators for Equal opportunities reinforce the gender structure of the local administrations. The above-mentioned Operators generate accompaniment processes in municipal policies and programmes. The creation of a working network between female operators for equal opportunities throughout the territory allows for an exchange of information and experiences amongst professionals.</p>
<p>Innovative elements</p>	<p>The capacity of the Programme of female operators for Equal opportunities to create and reinforce the municipal organizational structure in terms of gender orientation.</p>
<p>Reproducibility elements</p>	<p>This experience is valid at a local and regional level in the extent to which it creates the expert professional in Equality who works in close contact with local public and private stakeholders, giving them a valid support.</p> <p>The professional scenarios of the Male and Female Operators for Equal opportunities are found primarily in those fields that are closest to the needs of the citizens. The local administrations (municipalities, councils), the regional or territorial units, women's associations and trade unions make up these areas in which rights become concrete, as well as the possibilities and the capacity for a collective action and therefore become immediate and direct intervention channels in the framework of equal opportunities</p>
<p>Sustainability elements</p>	<p>The training of the professional category aimed at working in the area of policies for Equal opportunities with the objective of introducing the gender mainstreaming principle at a local level.</p> <p>The push that the Operators for Equal opportunities are giving to the development of policies for Equality (Equal opportunities Plans) and Equal opportunities programmes in the municipalities and districts.</p>

Name/title of Best Practice	Integration of gender mainstreaming in the Law 2/2004 on urban renewal in urban and town areas that require special assistance (Autonomous Community Catalonia)
Main actors involved	<p>The Law 2/2004 was promoted by the government of the Generalitat of Catalonia (Department for Territorial Policy and Public Works) and approved by the Parliament of Catalonia on 2004, July 4.</p> <p>The main stakeholders that participate in the urban measures in the neighbourhoods are:</p> <ul style="list-style-type: none"> the municipalities involved in the planning and implementation of the projects; the Generalitat of Catalonia, that selects and grants funding, manages the financing provided by the Law. It also promotes the evaluation of projects in collaboration with the municipalities, through the creation of an Evaluation and Follow-up committee made up of the Generalitat, the local administration and a representative of the citizens and social operators; the social operators and citizens' bodies that participate in the processes provided for in the urban measures.
Territorial coverage	<p>The Law is in force throughout the territory of the Autonomous Community of Catalonia. The municipalities can file (?) applications for funding projects aimed at urban renewal in neighbourhoods and areas of the city, directly or through associations or in collaboration with other municipalities or local bodies/organizations.</p>
Financial coverage	<p>The complete urban renewal projects for the neighbourhoods are 50% funded by the autonomous administration (regional level). The remaining 50% comes from contributions granted by the municipalities themselves, whether from European structural funds and even private funding (through supplier enterprises that are carrying out the works provided for by the individual projects)</p> <p>The annual funding provided for by the Law, is established at the Budget of the Catalanian Generalitat. The funds allocated in the three tenders held up to today (2004, 2005 and 2006) for gender mainstreaming projects aimed at complete urban renewal of the neighbourhoods, altogether amount to 12.2 million Euro, equal to 2.1% of the total of the funded projects, considering that the budget destined for social programmes represents 20% of the total.</p>
Description of the projects/ experience/strategy	<p>The Law of Proximity specifically regards the urban areas with urban and social problems connected to urban degradation, demographic problems, economic and social difficulties. The Law provides funding for complete measures aimed at urban renewal in the territory, environmental sustainability, social well-being and the reactivation of the economy.</p> <p>The complete projects must include measures in specific areas:</p> <ul style="list-style-type: none"> • improvement of the public areas and creation of green areas; • recovery and restructuring of common spaces in buildings; • supply of equipment for community use; • introduction of the ICT in the buildings; • promotion of urban development sustainability (energy efficiency, saving on water consumption and waste recycling); • gender equality in the use of the urban area and equipment with the aim of improving life conditions for women and fostering their participation and their integration into the social fabric. The development of programmes that lead to social,

	<p>urban and economic improvement in the neighbourhoods,</p> <ul style="list-style-type: none"> • accessibility and the removal of architectural barriers. <p>From another point of view, among the basic requirements that the funding applications must include, according to the Decree 369/2004, is the description of the social situation of the neighbourhood or the urban area, where the social, gender, and age discrimination or inequality are noted, in terms of access to income and services. That are 4 general criteria for project evaluation:</p> <ul style="list-style-type: none"> • urban degradation and the lack of equipment/facilities; • demographic problems; • economic, social and environmental problems; • shortages at a social and urban level and problems with local development.
<p>Main results in projects of the projects/ experience/strategy</p>	<p>Up until today three tenders have been carried out (2004, 2005 and 2006) for the funding of 47 complete measures in neighbourhoods or urban areas in Catalonia. Among measures implemented up until now, the equality gender-oriented aimed at:</p> <ul style="list-style-type: none"> • integrating women's experiences in the planning of urban spaces, encouraging their active participation; • promoting the participation and involvement of women in the neighbourhoods at all levels: social, political, economic and cultural. qualifying programmes; • fair use of public areas; • promotion of new models for house sharing to prevent isolation of elderly and immigrant women. <p>The results of these measures was translated in the following actions:</p> <p>the introduction of gender mainstreaming in the initial phase of the diagnosis through</p> <ul style="list-style-type: none"> • the use of differentiated indicators based on sex; • the development of participation processes with groups of women to introduce gender mainstreaming in urban planning; • the creation of premises for services aimed at facilitating conciliation; • restructuring or recovery of premises for training directed to women; • the creation of Women's Information and Resource Centres as a tool to promote political and social participation of women in the municipalities.
<p>Main obstacles/critical points</p>	<p>Lack of a strong policy aimed at promoting the active presence of women in the strategic decision-making places for regional and local urban policy. This difficulty hinders not only the full development of legislation but also urban planning with a gender mainstreaming approach.</p> <p>The translation of gender mainstreaming into concrete proposals in the processes of recovery and urban renewal of the neighbourhoods. Local administration technicians, in fact, ignore ways to translate these participational processes in gender mainstreaming actions.</p> <p>From another point of view, the legislation emphasizes the need to submit interventions in all areas so that the projects achieve better results and have a better chance for funding. In effect this is concretely translated: the expression 'gender equality' is primarily referred to assistance measures aimed at women and not to true gender policies.</p>

Main positive elements	<p>The lack of previous experiences on how to introduce gender mainstreaming into urban renewal of the cities has given rise to initiatives aimed at generating knowledge among the technical experts that must promote these urban or annual projects in the neighbourhoods (Directive for the urban renewal of the Council of Barcelona), with the scope of acquiring mechanisms and tools to introduce gender mainstreaming in urban measures.</p> <p>The operational capacity is improved by the fact that the object of the Law is funding concrete projects and that this be provided for by the annual budget allocation.</p> <p>The administrations start up processes for diagnosis and participation on a local scale with a very precise aim: to reclaim those neighbourhoods with structural shortages and introduce gender mainstreaming.</p> <p>A much more complex management of the processes that requires a higher level of qualification from all the stakeholders, both private and public.</p> <p>The neighbourhood appears to be a suitably sized part of the territory for introducing gender mainstreaming into the urban planning processes and to promote participation among the public and private stakeholders, with a very precise aim: to restore the neighbourhood.</p>
Innovative elements	<p>The introduction of the gender mainstreaming in the urban restructuring processes. From the one side, an indispensable requirement and necessary condition of the applications, which must report on an analysis performed from a gender perspective on the situation of the neighbourhood or the urban area involved in the measure. From the other side, as a specific field of the measure in the complete processes for the renewal of urban spaces that requires special interventions.</p>
Reproducibility elements	<p>The development of the set of regulations that includes the gender mainstreaming perspective in programmes for the recovery and urban renewal of the neighbourhoods is easily reproducible on a regional and national scale. The fact that there are second-level local administrations like the Council, means that it is possible to supply technical support to the municipalities both in the initial phase of the project's presentation as well as in the subsequent phase of implementation.</p>
Sustainability elements	<p>The experience has two main highly concrete sustainability elements: in the first place, the regulations are not adequate if they are not accompanied by annual funding that make it possible to develop projects for the neighbourhood. In the second place, the local administration must be able to have sufficient technical support to develop these processes. To this end, there is the very valid and meaningful contribution that the supra local administrations can make through the creation of a space for knowledge on urban renewal and the gender perspective, and for the sharing and exchange of experiences, to bring about change is for the better and to foster the creation of a network of experts on the subject.</p>

Name/title of the Best Practice	Cerezas por la Igualdad
Main actors involved	<p>Cerezas por la Igualdad is a project promoted by the (Cerezas Montaña de Alicante, Coop. V. –CMA-).</p> <p>La Agrupación de Desarrollo - Association for Development (Cooperatives de la Muntanya d'Alacant per la Igualtat) also includes the Autonomous Government (Department for Agriculture, Fishing and Food of the Generalitat of Valencia, the University of Valencia, a trade union organization (ASAJA, asociación jóvenes agricultores - Association of young farmers) and women's associations (AMFAR Alicante – Federation of women and families in the rural world and the Network of Women's Associations – Montaña de Alicante).</p>
Territorial coverage	Valles de Ebo, Laguard y Gallinera, in the Mountain zone of the province of Alicante, Region of Valencia
Financial coverage	Budget of 1,272,600 Euros, 75% funded by the European Social Fund (Equal Phase II Axis 4 Employment segregation) and 25% by the Department for Agriculture, Fishing and Food of the autonomous Government
Description of the project/ experience/strategy	<p>Project Equal for improving employment and strengthening the position of women in a rural mountain zone in the province of Alicante. The project aims at having more qualified women involved more actively in the local economic process, and not only as anonymous workers in the family farms.</p> <p><i>Specific objectives:</i></p> <ul style="list-style-type: none"> • to promote in the framework of the Cooperative CMA economic initiatives and projects of self-employment for women (particularly in the new forms of employment, and agri-food activities and agricultural tourism/farm holidays); • to promote the active participation of women in the decision-making activities and processes of the agricultural cooperatives in the mountain zone of Alicante; • to reduce the existing discriminating disparities (horizontal and vertical segregation) between women and men in the agricultural cooperatives and in their territorial area of influence, through the application of the principle of Equal Opportunities; • to systemize the processes aimed at transferring this principle in agricultural and rural cooperatives. <p><i>Beneficiaries:</i></p> <ul style="list-style-type: none"> - women in the territory and, in particular, associates in the Cerezas Montaña de Alicante Cooperative and the Network of Women's Associations - Montaña de Alicante; - male associates in the Cooperative, in particular members of the executive committees of the cooperatives in the territory, and in general the inhabitants of the territory. <p><i>Measures provided for by the project:</i></p> <ul style="list-style-type: none"> • professional training of the women in the territory, with content suited to the type of production taking place in the area in question; • support for female entrepreneurship. Economic initiatives and self-employment projects for women, so that women can begin new entrepreneurial activities or modernize the family farm, as its owner or manager, through training activities and accompanying services;

	<ul style="list-style-type: none"> • empowerment of women through training in leadership and management; • women's access to the information society; • transport services and assistance for people who are not self-sufficient to facilitate their participation.
<p>Main results in products of the project/experience/strategy</p>	<p><i>Training activities:</i></p> <ul style="list-style-type: none"> • professional training: 5 courses of 200 hours (agricultural food crafts, activities complementary to agricultural tourism and sales and recovery of products and crafts activities), with the participation of approximately 60 women. Currently 2 new courses have been organized (Mediterranean and inland cooking and Sommelier) aimed at both women and men; • course of 400 hours for female entrepreneurs, with the participation of 19 women; • training in leadership and management (12 sessions); • permanent opening of a computer classroom with training and tutoring. <p>The participants in the training were 30 women between the ages of 20 and 60, in the limits of employability, with very diverse profiles</p> <p><i>Support for female entrepreneurs:</i></p> <ul style="list-style-type: none"> • Accompanying services for the economic initiatives and entrepreneurial projects and study visits to other regions of Spain (Navarra, Extremadura); • 15 entrepreneurial projects currently being developed. • creation of female entrepreneur associations in the region of Los Valles, a very active region that is currently drafting its statute, its organization and its representatives. <p><i>Measure in the Cooperative CMA:</i></p> <ul style="list-style-type: none"> • creation of a Section for gender and equal opportunities aimed at promoting Equal opportunities in its own area of influence; • amending the statute and legal framework of the agricultural cooperatives to include promotion of Equal opportunities as one of the priorities; • becoming equipped with an operational structure (specific staff and budget) to provide a central point from which to promote and implement the measures; • experimentation with funding tools to support entrepreneurial initiatives, supported by the Credit Department of the Cooperative also after the end of the project. <p><i>Research:</i></p> <ul style="list-style-type: none"> • definition of female models and reference points for leadership and management in rural areas in the selection of new bodies again in the same field; • comparative study of various examples of cooperatives to analyse the role of women in the cooperatives. <p>Transport Service and support system for people who are not self-sufficient to facilitate the participation of women in all the activities.</p>
<p>Main obstacles/critical points</p>	<p>Geographic characteristics of the territory involved (mountain and rural areas and a scattered population). Despite the support structure being activated (assistance for those people who are not self-sufficient, transport, etc.) it turned out to be difficult to motivate participation.</p> <p>An intense initial awareness campaign is necessary, based on presence and focused on direct contact, the creation of a climate of trust, and word-of-mouth, to acquaint people with the project and motivate participation.</p>

	<p>The commitment aimed at promoting Equal Opportunities in the agricultural cooperatives was significant and fruitful thanks to joint elements: the political support and will of the management at the time.</p>
<p>Main positive elements</p>	<p>Significant impact on the territory, with the consequent creation of a new movement in the region. The participants in the training sessions give a very positive evaluation and maintains that these training courses had a notable impact on the transformation of gender roles and empowerment of these women.</p> <p>It is necessary to adapt the measures to the concrete needs of the women, not only regarding timetables but also methodologies, contents, accompaniment mechanisms, etc.</p> <p>The women's participation in the training exceeded initial expectations and increased in the second term of courses.</p> <p>The theme of personal development or growth and consequently professional growth, was very important for the female participants and will probably have positive results over the medium and long-term.</p> <p>The use of the new technologies in a rural and mountain environment served as a cohesion for the group and as an element of decisive personal growth.</p> <p>The methodology adopted for the entire project in general and for courses in particular turned out to be the winning element. All the measures attracted a high number of participants.</p> <p>Over the course of the last year of the project, there was an increase in resources and training activities were also planned for men. This factor helped to increase the favourable perception and support of the project.</p>
<p>Innovative elements</p>	<p>First measure in the area in which no experiences of this type had been developed.</p> <p>The level of participation that distinguished the entire process.</p> <p>Activities planned and adapted to the characteristics of the territory of the measure and of the people benefiting from the measure.</p>
<p>Elements of reproducibility</p>	<p>The heavy involvement of associations and cooperatives in the Spanish rural and agricultural world, whose productive structures are for the most part made up of cooperatives. For this reason, all initiatives promoting the integration of the equal opportunities principle and support for women's economic initiatives in the above-mentioned areas are precious and need to be encouraged, systemized and transferred or reproduced.</p> <p>Considering the depopulation and economic regression of the rural world, it grows increasingly clear- for the public administrations and for the same inhabitants of the territory- the key role that women play in general and young women in particular, in maintaining and diversifying the forms of life in the rural world thus creating a favourable context for receptivity.</p> <p>The importance of better transport and support services for conciliation (nursery schools, home health, service checks and vouchers that favour the involvement of the women in the development of activities.</p> <p>One of the problems that can hinder the transfer of this experience regards the scale of the measure. Obviously difficulties and costs increase from a smaller scale, that allows for direct contact, to a larger scale where the sense of proximity is lost.</p>

Sustainability elements

The project sustainability is tied to three elements:

- maintaining the priority nature of Equal opportunities in the cooperatives in the territory;
- the public administrations supported and adopted the project because of the importance attributed to the promotion of social and economic participation of women in the rural world. The future will depend on political alliances following local and autonomous elections;
- the future activity of the female participants will depend on their capacity to create, demand and mobilize. In this sense, organizational and empowerment processes of many women have already begun, along with a number of economic activities.

Name/ title of Best Practise	KIDEITU: A direction for the quality of employment and training systems of the CAE
Main actors involved	<p>Leadership at an autonomous level (The Department of Employment and Training of the Government of the Basque Country) with the coordination by the Basque Women's Institute (Emakunde), the participation, at a provincial level, of the Departments for Employment and Training of 2 of the 3 autonomous Councils of the Basque Country (Gipúzkoa e Biskaia) and at a local level, the Basque Association of Development Agencies (Garapen), made up of 23 local Development Agencies of the entire CCAA. There is also the participation of the Association of Municipalities of the Basque Country (Eudel) and a significant body in the sector (Caritas Diocesana from Bilbao)</p>
Territorial coverage	Autonomous Basque Community
Financial coverage	The total cost of the programme amounts to 1,823,655.96 Euros, of which 50% is financed under the community initiative EQUAL Phase II (European Social Fund) and the remaining 50% by partners in the project
Description of the project/ experience/strategy	<p><i>Objectives:</i></p> <ul style="list-style-type: none"> • To plan and implement participational and complete strategies aimed at introducing gender mainstreaming in the training and employment systems of the Autonomous Community of Euskadi (CAE), and in particular in those that are in a transformation phase or have recently been adopted; • To contribute to the creation of systems, tools, knowledge, experience and networks around the objective of mainstreaming, but have priority influence on the male and female workers that form those systems. <p>The <i>beneficiaries</i> of the project are, on the one hand, the partners, the training and employment offices of the Autonomous Basque Community in which models aimed at adopting gender mainstreaming practices will be developed, and on the other hand, the same male and female operators. There is provision for more activities open to the teams involved in the 11 Equal projects currently taking place in the Autonomous Community of Euskadi, to support the integration of gender practices into the measures. The aim is to cover almost all of the territorial employment operators.</p> <p><i>Specific objectives:</i></p> <ul style="list-style-type: none"> • Axis 1: personalized auditing of the employment and Training systems of the Autonomous Community of Euskadi; • Axis 2: planning of specific models or protocols to apply the gender mainstreaming practice, through the creation of workgroups with teams of technicians from the bodies and expert personnel; • Axis 3: adoption of specific models for the practical application of gender mainstreaming in four pilot actions with a special emphasis on people belonging to the systems. <p>The pilot actions make use of transversal tools and qualified expert personnel from: the Basque Employment Service LANBIDE,</p> <ul style="list-style-type: none"> - the training processes with working practices in enterprises (programme Merkataritzan of the Autonomous Council of Gipuzkoa); - the programme for the social-employment integration of people in danger of exclusion. Caritas Diocesana of Bilbao; - the service for the creation of enterprises of three Basque development agencies;

	<ul style="list-style-type: none"> • Axis 4: Evaluation of the introduction processes; • Axis 5: Mobilization of the Equality Employment and Training Operators, through the creation of a debate forum on the problems, needs and proposals for introducing the gender approach and policies and programmes for Employment and training of the Autonomous Community of Eudaski, and in the cultures and working practices of the female equality and employment operators.
Main results and products of the project/experience/strategy	<p>Axis 1: personalized auditing of the employment and training systems</p> <ul style="list-style-type: none"> • 7 audits with the partner bodies, through the analysis of documents, investigations and group interviews; • processing, checking and communication/dissemination of the seven audit reports including an analysis of the organization, the wage policy, the training, the language, the political measure actions, conciliation and the policy for outside hiring. <p>Axis 2: planning of personalized models/protocols for applying mainstreaming in the programmes and organizations of the bodies participating in the AD.</p> <ul style="list-style-type: none"> • availability of specialized resources (equality operators) for accompanying the process; • creation of workgroups within each individual body; • participational planning of an agreed plan of action between the protagonists, with agendas containing short, medium and long-term measures; • training and awareness in the management Council of the bodies/organizations; • underwriting of documents certifying the explicit commitment. Each single plan for equality establishes general, specific and operative objectives; the list of activities or steps to follow and the expected results; the criteria for the follow-up and evaluation (indicators); the male and female operators involved; the implementation terms. <p>Axis 3: adoption of mainstreaming models/protocols in private experiments;</p> <ul style="list-style-type: none"> • transmission to the bodies of the previously developed models/protocols for introducing gender mainstreaming, through the organization of specific training sessions; • activation of the work plan and implementation; • availability of expert and specialized consultants for the bodies; • planning and development of tools, guides, specialized training and resources to sustain the implementation of the plans; <p>Axis 4: Evaluation of the adopted models/protocols;</p> <ul style="list-style-type: none"> • methodological definition of the evaluation system: development of a <i>“Guide for the introduction of the gender approach in employment and training projects, using the Equal experience as a reference”</i>; • training of the bodies in the use of the developed evaluation system; • application of the evaluation system with the gender approach; <p>Axis 5: mobilization of gender oriented Equal opportunities Employment and Training Operators:</p> <ul style="list-style-type: none"> • awareness campaign aimed at the female employment and training operators: ‘Alíate con la igualdad, trabaja con calidad’ (“Allies in the name of equality, quality working”). • creation of an Equality training classroom. Two terms of courses of 38 hours on the introduction of gender mainstreaming in employment programmes and projects and on evaluation according to the equal opportunities perspective. A third term

	<p>of courses is foreseen.</p> <ul style="list-style-type: none"> • creation of a Network of Equal opportunities Employment and Training Operators among the male and female operators of the Equal projects of the Basque Country. This translates into a series of meetings and debates and the publication of the material produced. <p>Axis 6: dissemination of the project and the material produced.</p>
Main obstacles/critical points	<p>The most positive feature of the project (participational approach) is also its main weakness. The project was very slow to develop, and not much progress could be seen in the short-term. Mechanisms need to be found to communicate the results achieved to the key stakeholders, in order to avoid a lack of motivation.</p> <p>Poor time availability of participants, especially when participational approach is adopted, with various meetings and training sessions.</p> <p>The various diagnostic and transformation processes differently performed in each single body, hinder the effective coordination thus requiring a great effort and slowing down their implementation.</p> <p>Another difficulty with selecting the key operators to promote and support the processes in the individual bodies, given the reach of the project.</p>
Main positive elements	<p>Contacting and directly meeting with the project manager prior to the project. The participational approach enables a greater involvement of the key operators in each single body and the development of agreed and adequate working plans as the demands become apparent.</p> <p>It also should be noted the commitment in the discussion and formalization of each single phase of the process:</p> <ul style="list-style-type: none"> underwriting of the explicit commitments, creation of specific workgroups on the gender theme in the bodies, presentation and validation of the documents produced during the project, etc. <p>These are ways for highlighting change and disseminating awareness of the people involved.</p> <p>The emphasis on the creation of practical and adequate tools in each situation is very positive. The project represents a considerable commitment, and in general, a body of reference in the planning, programming, implementation and evaluation of the measures.</p> <p>The dissemination of practical tools with recommendations and concrete indicators for the evaluation of the measures.</p>
Innovative elements	<p>The planning of tailored processes for each individual body, together with the search for places for meeting, exchange and transfer.</p> <p>Encouraging the adoption of participational processes in the development of plans for equal opportunities in the bodies and organisms.</p>
Reproducibility elements	<p>The experience of this project can be reproduced at the local level and at the regional or national level. At any rate, implementation on a broad scale, as in the case of this project, would require not only a strong political will aimed at supplying the resources in the time necessary for implementing participational processes of this type, but also the presence of bodies that are in a position to supply specialized consultancy and guarantee the coordination of the activities.</p>

Sustainability elements	<p>The participational approach is the winning card for the sustainability of these measures. The gender audits and the plans of sizable measures made use of the voice and perceptions of the female employment and training operators. This made it possible to raise the level of awareness and training and led to a greater communication of knowledge.</p> <p>The practical orientation of the project as well, centred on people and tools, is a valid element for continuation.</p> <p>The various commitments taken on in the definition of explicit plans, discussed and approved in concertation with the bodies, favours its visibility and continuity.</p>
-------------------------	---

Name/ title of Best Practise	Project Ressort. Promotion and accompaniment in the leadership of small to medium-sized enterprise to improve the quality of employment in the territory
Main actors involved	The project is under the leadership of the Council of Barcelona. The partners involved are: 6 municipalities from towns of various sizes and with various characteristics, 2 supranational local bodies, 3 autonomous municipal organizations, 2 unions, 2 entrepreneurial organizations, one women's Association for integration into the working world, 1 university
Territorial coverage	Territory of the local bodies involved (Province of Barcelona)
Financial coverage	The project Ressort is funded by the Council of Barcelona and by the Community initiative Equal (Axis 3 "Adaptability of the Enterprises to changes and new technologies")
Description of the project/ experience/strategy	<p><i>Objectives:</i></p> <p>Awareness and promotion of socially responsible practices in the small to medium-sized enterprises in the territories involved in the implementation of the project in favour of the socially responsible territories and organizations; as a tool for improving the quality of employment, to oppose discrimination in the employment market and to modernize the organization of labour.</p> <p>What is meant by social responsibility in enterprises is the drafting and development of measures and initiatives that go beyond the laws governing four thematic areas:</p> <ul style="list-style-type: none"> • equality, conciliation and management of diversity (awareness and adaptation to diversity in general, conciliation, social benefits, organization of time, gender equality). • quality of working conditions (continuous training, wages, promotion and contract bargaining, participation of male and female workers, underprivileged groups' access to work). • environment, health and safety on-the-job (use of resources, refuse management, accident prevention, promotion of health and safety). • market, transparency and social action (external projection, strategy, client ethics and suppliers' criteria, transparency, follow-up, social action, etc.) <p><i>Beneficiaries:</i> the small to medium-sized enterprises in the province of Barcelona, but also the organizations or bodies from the third social sector/economy and partner organizations in the project.</p> <p><i>Actions:</i></p> <ul style="list-style-type: none"> • underwritten definition from all the partners of Social Responsibility of the small to medium sized enterprises. • development of tools for the promotion of Social Responsibility in small to medium-sized enterprises adapted to specific needs and realities: • the development of tools for self-diagnosis of the situation of Social Responsibility in the small to medium-sized enterprises and methodological guides suitable for small to medium-sized enterprises for the development of implementation measures in each single field. • Institutional training of the social bodies and territorial participants in the project. • accompaniment of the diagnosis and voluntary implementation of concrete prac-

	<p>tices of Social Responsibility in the small to medium-sized enterprises.</p> <ul style="list-style-type: none"> ● awareness and dissemination of experiences of Social Responsibility in the small to medium-sized enterprises. ● Best Practices, awareness and dissemination of individual themes. ● development of territorial support programmes, in Territorial Pacts, that represent 30% of the project activities.
<p>Main results and products of the project/experience/strategy</p>	<p>As this is still an ongoing project, the results achieved up until now are:</p> <ul style="list-style-type: none"> ● selection, systemization and dissemination of 20 Local Best Practices for Social Responsibility in Enterprise. ● creation of a Web portal with news, tools, documents and local best practices. ● special days for awareness and dissemination of the project results. ● awareness and training sessions in Social Responsibility in Enterprise for 120 local male and female technicians and political leaders. ● self-diagnosis of the Social Responsibility situation in two of the partner institutions of the project. ● production of tools for the diagnosis and implementation of Social Responsibility in Enterprise in the various thematic areas, and a “Guide to non-sexist language in the business workplace.” ● implementation of Social Responsibility experiences in 31 businesses. ● measures to recognize Socially Responsible behaviours in the 6 participating territories. ● diagnoses of Social Responsibility in 175 enterprises. <p>The local bodies and organizations are responsible for spurring on these processes in the enterprises in their own territory, by selecting best practices and enterprises in which to implement pilot experiences, and accompanying the enterprises themselves. Currently, most of the local bodies are training the enterprises that are taking part in the pilot experience.</p> <p>Work is being carried out on a territorial perspective through the promotion of socially responsible territories, and the involvement of all the social stakeholders of a territory (enterprises, public administrations and third sector).</p>
<p>Main obstacles/critical points</p>	<ul style="list-style-type: none"> ● Introduction of the gender approach by the Department for economic development of the leader organization for the rest of the institutions involved. Lack of knowledge and awareness regarding gender themes and assistance in translating it into work. ● The direction determined by the project is not necessarily a good strategy for all the bodies and all the enterprises. It is not easy for the small municipalities to carry out the accompaniment and promotion due to a lack of human resources and materials. The relationship with the entrepreneurial fabric is different in the big urban centers than those of medium or small size. ● Because the training and awareness within the promoting institutions is a key element, it is indispensable to have a clear political will. ● The role of the other partners as protagonist is important, in particular, the municipalities, just as the choice of subjects to drive the project and the selection of the way in which contact is established with the enterprises, etc., is a determining factor. ● It seems clear that the enterprises have difficulty in passing from theory (the methodological guides) to daily practice. It is also difficult to promote the usefulness and

	<p>necessity of the Social Responsibility culture in enterprise.</p> <ul style="list-style-type: none"> • At the local level, the passage is being made from support policies for male and female entrepreneurs, to already consolidated work with the enterprises. This is more complex given that the functioning dynamics have already been established. • The equal opportunities actions are more complex in those sectors with few experiences, such as in the case of enterprises in general and small to medium-sized enterprises in particular. • Proposals based on a volunteer mentality, while enterprises in general, and the small to medium enterprises in particular, are not interested in equality themes if these are not economically advantageous.
<p>Main positive elements</p>	<ul style="list-style-type: none"> • Commitment to put the Social Responsibility concept into practice in enterprise and produce methodological tools adapted to the productive fabric of the region, made up primarily of small to medium-sized enterprises. A binding element of Social Responsibility in Enterprise with support aimed at improving the management of the enterprises beginning with the local sphere. • The accompaniment strategy is very useful for small to medium-sized enterprises, because if a follow-up is not performed from enterprise to enterprise, it is difficult to allocate resources and time to this theme. • It is important to go beyond the technical aspects (that can be assigned to consultancies) and supply political directives and orientation on the theme of equal opportunities. • The training of the project partners (at the technical level as well as political) on the various thematic areas was very positive and on some occasions gender mainstreaming was introduced into the economic promotion of the partner bodies/organizations.
<p>Innovative elements</p>	<p>A project clearly aimed at small to medium-sized enterprises and micro enterprises, which make up most of the productive fabric of the region.</p> <p>The accompaniment methodology favours the implementation of equality measures and their maintenance over time, The priority objective regarded the development of a Plan and insuring its follow-up.</p> <p>Clear introduction, like Axis, of work, gender mainstreaming in Social Responsibility in enterprise and in the measures from a more entrepreneurial prospective.</p>
<p>Reproducibility elements</p>	<p>High potential for transferability, especially in the small dynamic municipalities. It supplies useful and concrete tools for small to medium-sized enterprises and micro enterprises, that represent the greater part of the European entrepreneurial fabric.</p> <p>It can be a stimulation for integrating the gender approach into economic development policies and support for enterprises.</p> <p>Favourable social context. In recent years the social debate on equality, conciliation and social responsibility in enterprise has developed considerably.</p>
<p>Sustainability elements</p>	<p>The will for partner bodies to integrate this line of work promoting Social Responsibility in economic and support development policies for enterprises. This will depend upon the political will of the institutions and the availability of funds for financing.</p> <p>The growing involvement of local administration in the development of initiatives aimed at promoting social responsibility, to support the enterprises, the creation of incentives and recognition of best practices, can be a favourable framework for continuing projects of this type.</p>

Name/ title of Best Practise	Equal opportunities Union Operators and XASI (Xarxa d'Agents Sindical per la Igualtat/ Network of Equal opportunities Union Operators)
Main actors involved	<p>The Trade Union UGT of Catalonia in general, and in particular its Secretariat for Women's and Equal opportunities policies.</p> <p>The Trade Union UGT is one of the two major unions in the Catalan and national territory (together with the other Trade Union CCOO).</p>
Territorial coverage	The territory involved corresponds to the intervention sphere of the Union: Special Statute Region of Catalonia.
Financial coverage	Voluntary contribution of the various male and female Union operators for equal opportunities and logistic and financial support by the Secretariat for Women's and Equal opportunities policy of the Catalan UGT.
Description of the project/ experience/strategy	<p>The Catalan UGT is subdivided by sector into 89 Federations (according to various economical and professional sectors), and by territory into 12 territorial Unions.</p> <p>The <i>Secretariat for Women's and Equal opportunities policies</i> supplies technical and labour consultancy to the male and female delegates and provides legal help in the cases of discrimination for reasons of gender, sexual orientation, sexual choices, dependency, etc.</p> <p>In 2001, in the sphere of the UGT, the figure of <i>equal opportunities Operator in business</i> was created, and performs the activities of:</p> <ul style="list-style-type: none"> information and consultancy on the rights of male and female workers, in particular on those regarding women: maternity, conciliation of professional life with family, pregnancies, health and the workplace, sexual violence/gender violence, etc.; intervention and reporting of cases of discrimination of any type, and situations of sexual or moral harassment; participation in collective contract bargaining with proposals for clauses to introduce positive actions favouring more vulnerable groups and to promote conciliation and equality, with the objective of extending and consolidating the rights recognized or not recognized by the law; to contribute to resolving conflicts that can arise in the enterprises, guaranteeing respect of rights on the job; dissemination of information and tools produced by the Secretariat for Women's and Equal opportunities Policies by the Union in the enterprise. <p>Subsequently, the <i>Network of equal opportunities Union Operators (XASI)</i> was created with the objective of raising awareness and sustaining its commitment to introduce gender mainstreaming into Union activity and oppose discrimination.</p> <p>A <i>National Council of the Network of equal opportunities Trade Union Operators</i> was also formed, as an organization to debate policies for equal opportunities and like consultancy bodies such as the Secretariat for Women's and Equal opportunities Policies of the UGT, in the sphere of Union measures on this theme. The above-mentioned Council is made up of members of XASI and the Secretaries for Women's and Equal opportunities Policies of the National Federations and the Territorial Unions.</p>

Main results and products of the project/experience/strategy	<p>From the creation of the figure of <i>Equal opportunities Union Operator</i>, up to today 250 people have joined, most of them women, and 5000 requests for assistance have been met.</p> <p>Specialized consultancy was given, both in the legal area and the area of labour, to female workers in the sector or the territory, also to the legal office of the Secretariat for Women's and Equal opportunities Policies were necessary.</p> <p>An attempt is made to influence collective contract bargaining through the introduction of practical tools developed by the Secretariat and that same Network.</p> <p>There was continuous training suited to the characteristics of the economic and territorial sector, or the type of enterprise (supplied by the Secretariat for Women's and Equal opportunities Policies), on themes such as equal opportunities between men and women, conciliation of working and family life, sexual harassment in the workplace, discrimination, the important new legislations, etc. (Laws on Equality, Laws for those who are not self-sufficient, etc.)</p> <p>Involvement of the guiding organizations within the Trade Union (National committee, National Council, National assembly).</p> <p>As regards the <i>Network of Equal opportunities Trade Union Operators (XASI)</i>, the following activities were carried out:</p> <ul style="list-style-type: none"> development of legislative proposals aimed at improving the regulations in force, bridging the gaps in solving the existing problems; debate and creation of clauses and behaviour codes to be introduced into the collective contract bargaining on themes of conciliation, sexual harassment and discrimination, positive actions favouring the more vulnerable groups, etc.; the development of an individualized line of reasoning and specific proposals for equality between men and women; visibility in the themes of gender within the Trade Union; promotion of training and empowerment of the female trade Union delegates, aside from their role in the Network.
Main obstacles/critical points	<p>Lack of tradition, awareness and political will regarding gender mainstreaming in the trade Union sphere. Low number of male and female trade Union delegates aware and committed to the issues of gender equality, despite a prevalence of women.</p> <p>The gender themes are more difficult to integrate into the contract bargaining agenda due to the ever greater number of men at the negotiation table.</p> <p>Limited promotion of equal opportunities starting in the trade Union sphere.</p> <p>Difficulty in tackling employment segregation in the sphere of enterprises and trade unions.</p> <p>Low level of trade Union membership, while the most evident discrimination can be seen in workplaces that are less protected and more precarious.</p> <p>Low level of awareness in businesses with respect to equality and conciliation themes. Measures to promote gender equality must be adapted to the specific needs of each individual enterprise and sector, and not only directed at personnel managers or office managers. There are difficulties in proposing and applying these measures in the most vulnerable women's sector, where the work is more precarious, unstable and there is little protection.</p>

Main positive elements	<p>Progressive increase in the awareness of the male and female trade Union delegates with respect to equality themes.</p> <p>The whole trade Union was made aware of the importance of issues related to equal opportunities, as with the guidelines that must characterize the trade Union proposals with respect to collective contract bargaining and the social political debate.</p> <p>The number of women in the trade Union is growing progressively, in management positions and in technical roles.</p> <p>The existence of a group of female trade Union delegates formed around these themes is essential for the real efficiency and effectiveness of equal opportunities plans.</p>
Innovative elements	<p>Introduction of gender mainstreaming in trade Union work, that translates into commitment and the will of those same male and female trade Union delegates.</p> <p>Progressive increase in structures and people committed to promoting equal opportunities within the trade Union.</p>
Reproducibility elements	<p>The creation of figures, tools or spaces for discussion of gender related themes within the trade Union is a key element in promoting equal opportunities in all countries.</p> <p>The trade unions are one of the key stakeholders in social concertation (METTERE LA NOTA For concertation, we intend a particular way to reach consensus among stakeholders) and in the public debate, as they are one of the principal spokespeople in a position to put pressure on public administration.</p>
Sustainability elements	<p>The dissemination of knowledge, awareness and tools to oppose gender inequality in trade unions. A slow but highly sustainable process already aimed at involving a growing number of trade Union delegates in this process.</p>

Appendix

1. Sources – People Interviewed

Name	Role and Organization
Laia Papiol	Coordinator of the Programme Yo, Política. Formación y Capacitación Política para Mujeres Department of Equality. Municipality of Sant Boi de Llobregat
Sonia Ruiz	Coordinator of the Programme Agentes de Igualdad Service to promote Policies for Equality between men and women. Province of Barcelona
Judith Albors	Technical adviser for the Department for Urban Improvement Measures Institute of Vivienda, Urbanismo y Actividades Locales. Province of Barcelona
Neus Albertos	Technical director for the project Cireres per la Igualtat Travesías por la igualdad, S.L.
Socorro Álvarez	Programme head Emakunde/ Institute Vasco de la Mujer
Gemma Cortada	Coordinator of the project Ressort. Service to boost local production, Department of economic and employment promotion. Province of Barcelona
Sílvia López	Lawyer Secretariat for Policies for women and Equality from the UGT trade union in Catalonia
Oriol Estela	Technical adviser on economic promotion and territorial development Department of economic and employment promotion. Province of Barcelona
Lídia García	Director Department of Promotion of policies on Equality between women and men. Province of Barcelona.

2. Sources – Documents reserved for the Study of Best Practices

Title, author, date	Publication details
“El projecte URB-AL. Yo, Política. Formación y Capacitación Política para Mujeres”. Papiol, L. (2007)	Municipality of Sant Boi de Llobregat. Presentation of results in PowerPoint format
Yo Política: Guía para la formación y capacitación política para mujeres. Manual de la Formadora. AAVV. (2006)	Municipality of Sant Boi de Llobregat www.yopolitica.org
Yo Política: Guía para la formación y capacitación política para mujeres. Manual para la alumna. AAVV. (2006)	Municipality of Sant Boi de Llobregat www.yopolitica.org
Yo Política: Las Mujeres y el Poder. Aprendiendo de las prácticas políticas de las Mujeres. AAVV. (2006)	Municipality of Sant Boi de Llobregat www.yopolitica.org
“La política una qüestió de totes i tots”. Papiol, L. (2006)	Dones Magazine, Issue number 24. Women's Municipal Council. Municipality of Sant Boi de Llobregat
“Projecte URB-AL: integrar el feminisme a la gestió política” Papiol, L. (2007)	Dones Magazine, Issue number 25. Women's Municipal Council. Municipality of Sant Boi de Llobregat
“El projecte Emergim: el camí cap a la regularització del treball irregular a la llar”. Rubio. X. (2005)	Nous Horitzons Magazine, Issue number 180 www.noushoritzons.cat
Presentation of the members of the Proyecto Emergim at the Catalan Parliament (2004).	Official Bulletin of the Catalan Parliament, Issue number 125
Programme Agentes de Igualdad de Género.	Province of Barcelona www.diba.es/dones/programa_agents.asp
Agents d'igualtat de gènere. Una nova professió. (2007)	Col·lecció Documents de Treball Province of Barcelona
“Entre l’Ajuntament i la ciutadania”. Pàmies, I. (2007)	DB Magazine of the Province of Barcelona, Issue number 145
Género y desarrollo local. Guía Didáctica para agentes de igualdad. AAVV. (2004)	Institute Andaluz de la Mujer www.juntadeandalucia.es/institutodelamujer

La participació de les dones en els municipis. Pujol, P. (2007)	Department of Home Affairs. Institutional relationships and participation. Autonomous Community of Catalonia
Law number 2 of June 4, 2004, for the improvement of Urban neighborhoods and towns requiring special attention.	Official Bulletin of the Autonomous Community of Catalonia, Issue number 4151
Decree number 369 of September 7, 2004, in application of the Law of 2/2004	Official Bulletin of the Autonomous Community of Catalonia, Issue number 4215
Event: “Jornadas Urbanismo y Género: La Ley de Barrios 2006”	Province of Barcelona www.diba.es/cjs/jornada.asp?id=23
“Perspectives de gènere/ Projectes d’Intervenció Integral”.	Albors, J. (2006) Province of Barcelona www.diba.es/cjs/jornada.asp?id=23
“Dissenyar l’espai públic per a la vida quotidiana” Juvilla, E. (2006)	Province of Barcelona www.diba.es/cjs/jornada.asp?id=23
Activity summary for the project “Proyecto EQUAL Cerezas por la igualdad”. Internal document	Equal Cerezas por la igualdad technical group
Kideitu Gazette. Issue number 1. December 2006	Equal Kideitu technical group http://www.equalkideitu.org
Kideitu Gazette. Issue number 2. Marzo 2007	Equal Kideitu technical group http://www.equalkideitu.org
Guide to introducing the gender perspective in work and training projects. Inspired by the EQUAL experience. Kideitu. 2007	Equal Kideitu technical group. Emakunde/ Institute Vasco de la Mujer http://www.kideitu.euskadi.net/s53-7352/es/
National work plan. Advancement phase Kideitu 2005	Equal Kideitu technical group. Emakunde/ Institute Vasco de la Mujer http://www.emakunde.es/images/upload/Informa_Plan_de_Trabajo1.pdf
Sharing and building equality. Report on the meeting between training and employment promoters for equality. Kideitu Project. 2006	Equal Kideitu technical group. Emakunde/ Institute Vasco de la Mujer http://www.kideitu.euskadi.net/s53-6532/es/contenidos/informacion/red_agentes/es_11024/adjuntos/Informe_Encuentro.pdf

Kideitu Project. Meeting of promoters for equality employment and training. Socorro Álvarez. 2006	Emakunde/ Institute Vasco de la Mujer http://www.kideitu.euskadi.net/s53-6532/es/contenidos/informacion/red_agentes/es_11024/adjuntos/ponencia_Soco.pdf
Conclusions of the Third meeting of the GTN 3. Equal and Social Responsibility in Business. Administrative office of the European Structural Funds. Ministry of Labor and Social Affairs, 2006	Administrative office of the European Structural Funds. Ministry of Labor and Social Affairs http://www.mtas.es/uafse/equal/descargas/Encuentro_RSE_Equal_BArna.pdf
“Estudi d’identificació de Bones Pràctiques en Responsabilitat Social en les PIMES de Mataró”. Institute for the Economic Promotion of the Municipality of Mataró. 2006	Institute for the Economic Promotion of the Municipality of Mataró http://www.projecteressort.net/docs/llibre%20IMPEM%20definitiu(1).pdf
“Guia de llenguatge no sexista per a treballar la responsabilitat social en l’àmbit de les PIMES”. SURT Association. 2006	SURT Association. Women's Association for labor integration http://www.projecteressort.net/docs/GUIA%20LLENGUATGE%20NO%20SEXISTA.pdf
Proyecto RESSORT. Promotion and support for Social Responsibility in Small to Medium-sized enterprise, to improve employment quality in the territory. Project RESSORT. Barcelona, October 25, 2006.	Province of Barcelona. Unpublished presentation document
EQUAL and Social Responsibility in Business: Workshops, conclusions and thoughts. Project RESSORT. Barcelona, October 25, 2006.	Sustentia. Unpublished presentation document
“Responsabilidad empresarial”. Collection of best practices cases from small and medium-sized enterprise in Europe. European Commission, General Management for enterprise. 2004.	General Management for enterprise. European Commission http://ec.europa.eu/enterprise/entrepreneurship/support_measures/responsible_entrepreneurship/doc/resp_entrep_es.pdf
Presentation “Xarxa d’agents per la igualtat”. Secretariat of Polítiques de Dona i Igualtat. 2006	http://www.ugtatalunya.cat/ugtNews/img/upload/35569_Xarxa_Agents_Igualtat.pdf;jsessionid=3CABDDCD74E6E4663F1D10E1BFE00705

Other EU Countries

Best Practice

Name/ title of the best practice	Women's Enterprise Agency (Finland)
Main actors involved	Women's Enterprise Agency (WEA), founded in 1996 and belonging to the network of the Finnish Jobs and Society Association
Territory coverage	Finland
Financial coverage	Initially financed by the Finnish Ministry of Trade and Industry and by private companies, banks, insurance companies, federations of Finnish enterprises and educational institutions, from 2000 the WEA has received additional funding from the European Social Fund (ESF) and from the Finnish Ministry of Education
Description of the project/experience/strategy	The Finnish 'Women's Enterprise Agency' (WEA, 'Naisyrittäjyyskeskus', www.naisyrittajyyskeskus.fi) promotes entrepreneurship and networking amongst newly started women entrepreneur businesses. Its operations are based on support and free advice from experienced women entrepreneurs in different fields of business. In particular, its mentoring model has received a lot of publicity and contributes considerably to making female entrepreneurship visible
Project/experience/strategy main results and products	<p>The mentoring model developed by the WEA builds on the practical needs of the newly started female entrepreneurs. The new entrepreneur is supported by a personal mentor a carefully chosen experienced female entrepreneur – with her knowledge, experience and contacts, offering individually tailored advice. The WEA offer also advice and information services on the procedure for starting up an enterprise, free-of-charge, through training courses and networking events. Course topics are determined by clients' needs; all experts and lecturers are active entrepreneurs themselves. In order to make female entrepreneurship visible (one of the main goals of the WEA) publicity is fostered as a strategic element.</p> <p>Since 1998, the WEA has run 15 mentoring programmes in Finland and abroad. During 2002 more than 300 appointments with experts and advisers were made, and over 200 women took part in lectures on special topics. More than 800 women attended seminars or events on female entrepreneurship all over Finland and nearly 100 women took part in information events organised by the Agency. It is estimated that these activities resulted in the establishment of about 80 new enterprises in the year 2002.</p>
Main weaknesses/obstacles	Not available
Main positive elements	The WEA's work, in particular its entrepreneurial mentoring model, has been internationally recognised for the effectiveness in promoting female entrepreneurship. Self-evaluation with the help of client feedback forms is an integral part of every training course or event
Innovative elements	Among the 30 Enterprise Agencies all over Finland, the WEA is the only one offering services specifically for women

Reproducibility elements	<p>The WEA also co-operates with a network of special advisers of women entrepreneurs nominated by the 15 Finnish Employment and Economic Development Centres (EEDCs) with the purpose of disseminating and implementing its mentoring model all over Finland.</p> <p>The entrepreneurial mentoring model has aroused particular interest in countries such as Sweden, Lithuania and United Kingdom (Northern Ireland). The work of the Agency has been a popular topic at several international conferences, seminars, and in various publications.</p> <p>Recently, a joint mentoring programme has been started between Lithuanian and Finnish women entrepreneurs.</p>
Sustainable elements	<p>National resources and ESF, public and private financing support the activities of the WEA. The WEA also maintains networking structures with local businesses with the aim of using these connections for promoting female entrepreneurship.</p>

Name/ title of the best practice	W.IN.NET – W.IN.NET EU_25
Main actors involved	County Administrative Board of Gävleborg (lead partner in the Interreg III C, W.IN.NET project); the future European association of Women's Resource Centres, coordinating W.IN.NET EU_25
Territory coverage	Sweden, EU_25
Financial coverage	INTERREG III – EU Funds
Description of the project/experience/strategy	<p>Sweden is the pioneer State in Europe having tested the Women's Resources Centres, with focus on local and regional development and on growth and prosperity. The main objectives of the W.IN.NET project was to develop a permanent European Association of the various Women's Resource Centres (WRCs) networks and similar women organisation in a European context and/or beyond the EU_25 dimension, in order to support the implementation of gender equality and opportunities in policy within the regional and local development policies. To strengthen the perspective of European, local, regional, national needs and conditions, the W.IN.NET European association of Women's Resource Centres in EU_25 has been established within the W.IN.NET. EU_25 project.</p> <p>So, W.IN.NET is a federation of WRCs all over Europe.</p> <p>In general, the aim of a WRC is:</p> <ul style="list-style-type: none"> - the integration of regional and local development plans with the desire of women to take part in regional and local development; - the creation of new permanent jobs by developing women's own ideas, concerning production of goods and services; - to increase women's influence on the labour market and the society, the participation in opinion making and the communication of women's experiences. - to mobilise the local and regional resources, supporting a more equal distribution of economical resources between women and men. <p>The main functions are:</p> <ul style="list-style-type: none"> - empowering women, helping them to realise their own intrinsic strength, power and knowledge, as well as their capability to learn new things; - to be a neutral meeting place for networking groups of women, available for all women who search active change and development in their work; - to be a centre for information and documentation, an opinion making for gender equality issues; - giving support and advice, counselling and mentorship as a way of getting on with women's projects or business ideas; - promotion of women's networks in business and finance world, in the field of enterprises, authorities, organisations, international contacts etc.
Project/experience/strategy main results and products	<p>The working models used and recommended in a WRC are:</p> <ul style="list-style-type: none"> - analysis of the community policies and programmes in the field of equal opportunities, local development and interregional co-operation; - networking different levels: local, regional, national and transnational context; - the principle of Empowerment, through the mobilisation of women's own resources. Empowerment strategy involves special interpersonal techniques which are necessary for WRC personnel. These techniques are grounded in a basic ethics and respect for

	<p>all people regardless of education, status, financial, regional or political background, age etc. One such basic technique includes focusing on the strengths and not on the weakness of every single woman;</p> <ul style="list-style-type: none"> - the principle of Management by demand: the WRC shall be open and a neutral actor. For the efficient use of existing resources, the work shall be monitored from the needs and conditions of the women; - the principle of flexibility with a customers need in focus, in a flexible and process oriented way. Projects and activities shall be followed up and documented continuously and this documentation shall be the foundation for changes and development of the work in the WRC. <p>Specific skills are also required to be a Manager of a WRC: the use of the empowerment methods, the process oriented working method, psychological and pedagogical skills with an integrated gender perspective.</p> <p>The most important products and results are:</p> <ul style="list-style-type: none"> - the declaration of intentions for gender equality in European regional development for W.IN.NET. EU_25; - www.women.eu.com; www.eu25.women.eu.com.
Main weaknesses/obstacles	Not available
Main positive elements	<ul style="list-style-type: none"> - Increased coordination between the overall planning of regional development and regional programmes with operative focus in EU 25 and candidate countries; - empowerment method; - the WRCs network is continually enriched with the new realities operating in different European contexts, especially in countries about to access to EU, where there is a pressing need to accelerate the mechanism of integrating women in local development processes. - the Association will develop a strong and close contact with the EU Commission and EU institutions.
Innovative elements	<ul style="list-style-type: none"> - Common guidelines and criteria for all the WRCs within the Association; - virtual office as a communication tool between the members and access to important information and knowledge within the European society; - detailed organization for the European Association with specific institutions (the board, the election committee, scientific and political advisory committee) and rules (audit, plan of operations, budget etc.)
Reproducibility elements	The strength of the resource centres is the integration of activities on local, regional and national levels, but maintaining the perspective of local needs and conditions. After the first pilot experience in Sweden, WRCs have been established all over Europe.
Sustainable elements	As regard to long-term perspective and economic resources, the European association of WRCs has the ambition to work and lobby for an increased basic funding to secure the long-term work of local, regional, national centres in EU 25, also at European level. As required by the W.In.Net EU 25 declaration, economic resources are required to drive the commitment in the long-term. Economic resources are also a pre-condition for legitimacy. Each resource centre must have an economic base. It is suggested that the financial resources should be utilised to focus on innovative and creative solutions for development and growth. Moreover, the resources will be used to co-finance development projects announced by the EU and EU 25 government that are concerned with increasing women's involvement.

Name/ title of the best practice	Political Academy for Women (Poland)
Main actors involved	Centre for Women's Promotion (promoting organization); US Embassy, Westminster Foundation for Democracy, PHARE, O_Ka Foundation
Territory coverage	Poland (national program)
Financial coverage	Funding from national sources
Description of the project/experience/strategy	<p>Long-term training program carried out by the Centre for Women's Promotion since 2000, aimed to increase women's active participation in public life, preparing them to get involved in political and non-governmental activities, for taking executive posts, offering adequate skills and knowledge.</p> <p>Beneficiaries: mostly women coming from small Polish towns, who completed secondary or higher education, around 30-50 years old, with considerable experience or interest in working in politics or for local community.</p>
Project/experience/strategy main results and products	<p>The program enabled the participants to acquire specific knowledge (democratic society functioning) and skills (self-presentation, organization, transforming goals into actions, managing team work and communication, conducting election campaigns, being authentic, reliable and convincing), helpful for candidating in local and national elections (the most tangible results of the program) and for raising professional standing thanks to a higher level of competence.</p> <p>Initiated in 2000, the Political Academy has so far 138 graduates, some of them took part in the elections and became mayor, MPs (one, at the moment, Minister of Labour) or members of self-governmental bodies. 8 beneficiaries were candidates in parliamentary elections. 25 women worked in the election campaigns.</p> <p>The Academy, especially helpful for those women already active in public life or beginning their socio-political undertakings, also promotes participants' development, helping them to become more flexible and open, more self-confident and self-aware (as shown by the results of evaluation forms). In fact, some of them have furthered their careers or found a job after a long period of unemployment.</p> <p>Another strategic result is bringing together women – establishing a network - who have similar political ambitions and can support each other.</p>
Main weaknesses/obstacles	Long-term strategy in order to reduce social prejudices against women in public life.
Main positive elements	Women's participation to public life (in politics, in executive posts etc.) is a strategic element to promote gender equality. The knowledge acquired could be used also in women's professional life to achieve better living and working conditions.
Innovative elements	<p>Specific attention to women's participation to public life as strategy to promote equal opportunities and more qualified people in politics and executive positions: in fact, the motto is <i>More Power in Women's Hands Means More Power in Good Hands</i>.</p> <p>The program is constantly modified according to the experience gathered during the consecutive editions and on the basis of participants' comments as shown in evaluation forms.</p>

Reproducibility elements	National program: statistical data are the same for the whole country. The scheme could be reproduced also in other countries, especially those in which women's participation in public life is low (e.g. Italy).
Sustainable elements	Centre for Women's Promotion Foundation systematically gathers resources for the future editions (so far three editions have been completed: 2000/2001, 2002/2003, 2004/2005).

Name/ title of the best practice	Mentoring Makes Success (Luxembourg)
Main actors involved	Association Zarabina (www.zarabina.lu): its main objective is to incorporate equal opportunities for women into local and regional development strategies
Territory coverage	Luxembourg. Mentoring Makes Success is part of the regional project 'Female Promotion and Regional Development'
Financial coverage	European Social Fund (ESF), the Ministry of Work and Employment, local communities
Description of the project/experience/strategy	<p>The 'Mentoring Makes Success' ('Mentoring macht Erfolg') programme supports women who are seeking managerial and entrepreneurial functions, promoting a favourable environment for female managers, adequate structures for career-oriented women. The programme has developed a contact and co-ordination centre aimed at the creation of 'mentoring couples'. It matches women in leading positions who want to forward their professional experience with women who want to benefit from optimal advice and the support of successful women.</p> <p>In addition, working groups and training on the theme 'Women in Managerial Functions' are also held to deal with power and competition, conflict management, intercultural learning, networking, and balancing private and professional life.</p>
Project/experience/strategy main results and products	The first phase of the Mentoring Makes Success programme started in 2000. In September 2001 the second phase was started. Special information material has therefore been developed in order to expand the programme. Many women are now in new professional positions as a result of the creation of mentoring couples. Seven lectures and three workshops, dealing with relevant issues for women in leadership positions, were organised in 2001.
Main weaknesses/obstacles	Not available
Main positive elements	<p>To promote a good mentoring relationship, criteria have been developed to match mentor and mentee, taking into account the professional background of the participants, and their core competences and professional needs.</p> <p>Participation in the programme is free for interested women.</p>
Innovative elements	Mentoring as an instrument to increase the percentage of women in managerial and entrepreneurial positions through an effective dialogue between different generations of women in an informal and unconstrained way.
Reproducibility elements	In order to inform interested people amongst women, companies and the public, regular publications, in the national press in radio and TV transmissions, and specific events organised on a regular basis.
Sustainable elements	Zarabina has developed public relations activities in order to raise awareness of the programme.

Name/ title of the best practice	LIFT – Leadership Initiative Females in Trade unions (Ireland)
Main actors involved	Irish Congress of Trade Unions; Transnational partners: WREDEI (Womens Representation and Empowerment, Denmark, Ireland, Espana); States of partners: Denmark, Spain
Territory coverage	Ireland
Financial coverage	Equal II round
Description of the project/ experience/strategy	<p>The project aims to increase women’s participation and involvement at every level in union organizations, in particular trough the identification, the training and the support of future women leaders.</p> <p>Target groups are current leadership, women at current senior-level (potential leaders), current branch-level and trade unions members (potential future leaders on growth). The main objectives are: increasing institutional understanding and awareness about gender barriers to the engagement of women in trade unions, and about the strategic importance of their involvement and leadership in these organizations; innovative leadership development and mentoring in order to qualify women trade unionists with adequate knowledge and skills; creating a mainstreaming model to promote women’s participation at every level of trade union structure.</p>
Project/experience/strategy main results and products	<ul style="list-style-type: none"> - Analysis about all the factors and the barriers that influence the different participation and involvement of women and men in trade unions; - development of new and more flexible organization’s structure and working methods in order to promote women’s involvement; - launch of an awareness programme to communicate the approach and the ways chosen to improve the participation of women; - development of training programme to provide women trade unionist adequate skills and competencies required for leadership in these organizations; - promotion of networks (women trade unionists and activists) in order to support women’s representation and carriers in trade unions.
Main weaknesses/obstacles	Not available
Main positive elements	Specific training for women potential new leaders, but also for activists (future leaders). The approach of the project tries to promote cultural change and a critical attitude towards gender discrimination.
Innovative elements	Specific gender equality initiative aimed to promote women engagement and leadership in trade unions.
Reproducibility elements	The transnational partnership (Denmark, Spain) aims to develop innovative and more flexible model to promote women’s participation at every level of the organization, and also reconciling models.
Sustainable elements	Networks for women trade unionist staff and activists, in order to support progression of women in union organizations.

Name/ title of the best practice	L.E.A.D. Local Equality Agencies Development
Main actors involved	Municipality of Bari (Italy); Diputacion Provincial de Granada (Spain); Municipalità of Zalaegerszeg (Hungary); Province of Milan (Italy); Business Link Hertfordshire (UK)
Territory coverage	Territories of Bari, Milan, Granata, Zalaegerszeg, Hertfordshire
Financial coverage	INTERREG III C
Description of the project/experience/strategy	<p>The intervention starts from the consideration that the promotion of equality between men and women strongly contributes towards socio-economic development. In consequence the project aims at: promoting the adoption of a gender perspective into local development strategies in order to reduce the gender gap for the access to the resources; achieving a balanced and sustainable local development through an increased participation of women both under the quantity and quality point of view in economic, political and social life.</p> <p>By means of a multi-scale and multi-stakeholders approach the activities of the project are addressed to drawing up the local Agenda for equality and activating the local Agency for Equality.</p> <p>Local Agencies for Equality are an instrument for experimenting with an integrated approach the incorporation of the principles of equal opportunities within the local development processes.</p> <p>The Local Agencies for Equality's principal aim is to promote and strengthen, in the different local contexts, a network between institutes and centres specialising in equal opportunities, local public bodies and corporations dealing with politics. This will create a model of interaction shared by all the project partners with the ability to promote women's participation in the decision making processes.</p>
Project/experience/strategy main results and products	<p>Research, communication and analysis activity on each partner territory in order to: involving the local community; analysing the female situation within the territory collecting data/information with a gender perspective; identification of the key issues and key points of intervention to increase the female participation both in the decision making process and in political, economic and social life.</p> <p>LEAD Partners have chosen the scope of experimentation of the agency according to the intervention priorities of their territory, in the ambit foresaw by the project: Women and Public Administration; Balance between familiar and professional life; Female work; Territorial networks on gender equality.</p> <p>The main products of the project are: European guidelines for gender-oriented communication; European guidelines for the Development of Local Equality Agenda.</p>
Main weaknesses/obstacles	Not available
Main positive elements	<p>Reinforcement of the local development; identification of productive, promotional or infra-structural interventions in order to favour the integrated development of areas at sub-regional level; promotion of economic, social, civil, and employment development; promotion of initiatives for connecting job request/offer; diffusion of the entrepreneurial and productive development within the region.</p> <p>Transversal intervention on institutional communication following gender-oriented criteria; planning shared by public and private actors.</p>

Innovative elements	Integrated approach at local level which promotes gender equality in a global and transversal way, not following sectoral – and less effective – interventions. Experimentation of Guidelines for the development of local equality agenda as an instrument of local governance.
Reproducibility elements	Territorial situations are of course different but the strategic aims of the agencies are almost the same for each country.
Sustainable elements	It is extremely important to create a strong network through which it will be possible to spread results and identify new and effective best practices to be adopted. In order to promote the sustainability of the project, also the diffusion of guidelines for gender-oriented communication has a strategic importance.

Name/ title of the best practice	JAMKOM project – The 3Rs method at the local level (Sweden)
Main actors involved	Swedish Association of Local Authorities (SALA)
Territory coverage	Local territories in Sweden
Financial coverage	Funds from National Government
Description of the project/experience/strategy	<p>The JAMKOM project, a two-year programme within the framework of the Programme Group of the Swedish Association of Local Authorities (SALA), aimed to stimulate the development of gender mainstreaming approach in local policy processes. The JAMKOM project developed and tested the ‘3Rs Method’ for incorporating systematically gender equality considerations into the work of local authorities. It can be used for initial identification and analysis of the problem. In 1996, after an invitation to all the local government committees and boards in Sweden to take part in testing the method, a selection of six municipalities and committees/boards were chosen on the basis of certain criteria: geographical distribution, size of the municipal councils, previous experience of work with gender equality. Then, an introductory meeting with the relevant senior officials from the local authorities was organized. The conditions for participating in the project were set out in a contract detailing reciprocal commitments. Local authorities accepted to test the 3Rs method, which is based on a systematisation of Swedish experience of work on gender equality. R stands for Representation, Resources (quantitative variables) and Realia (qualitative). The aim of the method is a systematic review of men’s and women’s representation in different places and positions within the committee’s/board’s field of operations, about the distribution and utilisation of resources, the beneficiaries of local policies. The resources analysed are money, time and space: statistics concerning the distribution of resources and “salary trees”, showing the total number of women and men and their position on the salary scale, have been developed for this analysis. Realia is a qualitative variable, about the norms and values expressed in the structure that produces the local authority activity (committees and boards, administrative authorities, work-places) and the products that are realized - goods, services and situations.</p>
Project/experience/strategy main results and products	<p>Jamkom projects meetings about Sweden’s gender equality policy and gender theory; each committee/board appointed a local pilot project testing the 3Rs method in their respective towns. Surveys and analyses have been carried out in order to rethink gender equality in the committees’/boards’ spheres of operation, (including the writing of specific gender equality objectives into their normal guidelines), including gender equality in their budgets, collecting systematically disaggregated gender statistics, also about the different types of customers and beneficiaries. The politicians who have been involved in different studies have expressed their satisfaction. Some have said that they have received greater insight into their field of operations and that they understood better what gender equality really means and how they can specifically work for it. The tests that have been carried out by the councils/boards have shown that the method really does work.</p>
Main weaknesses/obstacles	Not available

Main positive elements	<ul style="list-style-type: none">- Strict collaboration between project leaders in each council and project officials at SALA;- involvement of politicians and decision makers;- higher awareness about gender impact of local authorities policy.
Innovative elements	The 3Rs method is an innovative tool for a systematic development of gender mainstreaming approach in local policy processes.
Reproducibility elements	The 3Rs method could be used in other contexts and it has been developed in other projects (see Just GeM project).
Sustainable elements	The 3Rs method has been adopted, and some municipalities have decided to spread the method to other committees and administrative authorities.

Name/ title of the best practice	Just GeM (Austria)
Main actors involved	<p>NOWA</p> <p>National partners: Regionalentwicklungsverein Graz u.Graz; Umgebung/Regionalmanagement Graz u.Graz-U and 30 others</p> <p>Transnational partnership with: Spain, Italy, the Netherlands</p>
Territory coverage	Region of Styria (Austria)
Financial coverage	Equal (project duration from Sept. 2002 to Sept. 2005)
Description of the project/ experience/strategy	<p>Coordinated by NOWA, a regional association committed to gender equality, Just GeM aimed to eliminate gender discrimination on labour market: anchoring gender mainstreaming in labour market policy realized by public organisations and enterprises in order to achieve greater equality in each of employment policies; fortifying decision making competence and responsibility for all participating organisations within strategic fields agreed upon; supporting strategic capacity, political capacity, and realization capacity of participating regional organizations and actors;</p> <p>realizing definite pilot projects as integrative process in all regions, transferring results into national labour market strategies.</p> <p>As regards methodology, the Just GeM project has imported the famous “3R-Model” (see Jamkom project), developed in Sweden and adapted to the Austrian context. Another variable has been added: besides Representation, Resources, Reality, Rules have been analysed by asking a number of key questions in order to explore the relevant differences between women and men.</p>
Project/experience/strategy main results and products	<p>Just GeM has forged a coalition of all the key decision-makers convincing them about the strategic importance of gender mainstreaming to improve the effectiveness of labour market policies.</p> <p>The DP developed a six-stage model enabling key players to look at every step in the process of changing policies, from their design to their evaluation: step 1 include a gender impact assessment to find out how men and women are represented in the relevant decision-making processes and how they benefit from the various training and labour market integration policies. Gender equality targets are then formulated with the development of an action plan.</p> <p>To apply the model to all the relevant institutions, the DP trained subsequently ‘Gender Agents’ to initiate and manage this process within their own organisations, introducing and coordinating the necessary changes. Thanks to this modular and very practice-oriented programme, in-house experts (often chosen by top level decision-makers among their staff) have acquired relevant knowledge and skills in order to develop their own pilot projects.</p> <p>Two different training packages were created, for those authorities that formulate employment policies and for organisations that implement labour market policy measures, as sub-contractors of the authorities, which must adopt gender mainstreaming principles following Regional Employment Office’s rules.</p> <p>As a result, both the six-stage model developed by Just GeM and the training programme for Gender Agents are now in great demand.</p> <p>Training of Gender Agents has been adopted as a regular task by the leaders of the Regional Employment Pact.</p>

Main weaknesses/obstacles	Not available
Main positive elements	<p>Partnership amongst top level decision-makers and their commitment to the project. The role of Gender Agents to promote change and improvement in gender equality conditions.</p> <p>Innovative tool to promote benchmarking monitoring and progress (see below).</p>
Innovative elements	<p>Just GeM constructed an innovative tool for benchmarking through a specific system of gender equality indicators: “Gender Radar”. This system presents the levels of gender equality achieved in crucial areas (education, training, employment, unemployment, political decision-making in the different districts of Styria). Scores range between 0 (absolute inequality) and 1 (gender balance). The distance between an achieved score and 1 indicates the gender gap that must be bridged. The system enables comparisons, also over several years, in order to evaluate gender impact in specific policy areas/geographical areas and promotes experimentation and innovation. The visibility of their gender equality performance has led decision-makers to become more conscious of the gender impact of their own policies and practices and about gender gaps to tackle.</p> <p>Broad cooperation of actors in order to promote new approaches.</p> <p>Strategic, political and methodical know-how are combined in original ways while initiating and coaching processes for equality policy.</p>
Reproducibility elements	<p>Pilot projects launched by the new Gender Agents have been mushrooming in Styria. Municipalities are carrying out gender impact analyses of their services and embarking on gender budgeting to promote more equality in the distribution of funding and/or subsidies in selected policy areas (e.g.: tools and guidelines for gender mainstreaming in sports and family policies developed by Graz City Government).</p> <p>The regional branch of the Austrian Trade Union Confederation analysed the gender impact of a number of collective agreements and provided training to help works councils to identify and eliminate gender discrimination in the workplace.</p> <p>A group of members of works councils is currently developing a model for gender fair collective agreements which the union expects to be able to negotiate with a number of enterprises.</p> <p>The Association of Styrian Innovation Centres and Business Parks is working to incorporate a gender dimension into their members’ services and infrastructures.</p>
Sustainable elements	<p>Context-oriented innovations are showing a sustainable impact, the parallel developments of political, institutional structures and systems connected with labour market main actors and implementation of pilot projects in relevant public organisations and enterprises.</p> <p>A second round EQUAL project is now dedicated to further mainstreaming: all the labour market authorities and agencies that have benefited from Just GeM’s activities are taking a much more pro-active role in this new DP. Building on their experiences of the introduction of gender mainstreaming, they will train and support other peers to participate. Municipalities will coach their counterparts in other Austrian regions and the Styrian branch of the Austrian Trade Union Federation will team up with other regional branches and also with its headquarters in Vienna.</p> <p>A group of companies, including market leaders, came to recognise the added-value of gender mainstreaming and the un-tapped potential of women. In the framework of the new EQUAL project and with the support of in-house Gender Agents, they will</p>

develop work-life-balance policies for their employees, gender fair recruitment, selection and career development procedures and initial training for young women and men in those occupations where they are underrepresented. So, after Just GeM gender mainstreaming is being transferred from the public to private sector in this Austrian region.

Name/ title of the best practice	GEPETTO – Garde d’Enfant Pour l’Equilibre du Temps Professionnel, du Temps familial et son Organisation (France)
Main actors involved	OPTIMOMES
Territory coverage	France: first experiments in Lorient, Vannes, then the project was expanded in other eight towns. Now the Gepetto approach is being introduced in many local territories
Financial coverage	Equal I
Description of the project/experience/strategy	<p>The project offers a response for the lack of childcare services for parents working in sectors (i.e. hospitals, performing arts, public transport etc.) which produce atypical and specific needs: it has established a system of flexible services, night and day, 7 days a week to meet the demand of atypical schedules, a missing piece in the childcare sector, as acknowledged by public authorities, promoting work and life reconciliation. This problem concerns particularly lone parents, who are above all women.</p> <p>Project/experience/strategy main results and products</p> <p>Gepetto offers a system of flexible and high quality childcare services (“catering” services) for children up to 13 years old when there is no existing structure available offering the adequate service.</p> <p>Gepetto approach includes a system of tools: Gepetto web site with Intranet for national and transnational partners; software for planning and managing services to families; publications and DVD, the education tool kit.</p>
Main weaknesses/obstacles	Not available
Main positive elements	<ul style="list-style-type: none"> - Flexibility is the key factor for the success of the project; - close collaboration with the various childcare providers; - high quality of the services, ensured above all by very qualified staff and, if necessary, by additional and effective training; - round tables with decision makers to analyse both the needs and the potential solutions. <p>The National Fund for Families Allowances (Caisse Nationale d’Allocation Familiales – CNAF) has officially recognised the individualised services offered by Gepetto as “Accueil en Relais”: it’s a service that was missing from the overall childcare sector, as interface between parents and childcare actors. So it is now working to introduce Gepetto services in its budget planning: as all working parents contribute to the CNAF, they must be able to benefit from its services as required by social equality principles. So the project has led to a greater social equality.</p>

Innovative elements	Individualised and home-based services. The services are also very varied: from getting the children ready for school, overnight babysitting, helping children with their homework, to reading them bedtime stories until their parents come home.
Reproducibility elements	Numerous meetings with regional and municipal authorities, public and private decisions makers. After the pilot projects in Lorient and Vannes, the DP is now disseminating the Gepetto approach in other districts.
Sustainable elements	<p>In the future, public funds from CNAF; a new Equal (II round) project called “Alice”, the “successor” of Gepetto, is now working to develop cooperative platforms between all forms of childcare services, promoting employment and social equality. The cooperation between all the providers, with the direct involvement of enterprises (such as the Postal Service, the French Railways etc.) is the most important element of the new project, as recommended by the French National Thematic Network on Reconciliation.</p> <p>A communication system amongst all actors is being developed.</p>

Name/ title of the best practice	GED – Gender Equality Developers (Sweden)
Main actors involved	Sweden; national partners: regional public authorities, the Swedish Armed Forces and the Police Authority in Uppsala County and others; transnational partners: the Czech Republic and Scotland
Territory coverage	Sweden
Financial coverage	Equal (may 2002 – feb. 2004)
Description of the project/experience/strategy	<p>The Swedish DP “Gender Equality Developers (GED)” project has developed a method to increase knowledge about and commitment to gender equality in regional public authorities, the armed forces and the police, particularly through the work of change agents, addressed to three different levels: the individual, groups (work teams, but also the family unit) and organisations.</p> <p>The project is focused on awareness raising about gender equality and conciliation through an improved work/life balance.</p> <p>For the Swedish DP GED, the process of internalisation is a pre-condition to challenging the traditional gender perceptions at institutional and social level.</p> <p>The DP choose to identify people with real power in each of its participating organisations for a special four-week training programme, not only to learn a technical method, but for growing insight, based on knowledge about gender, power, roles and expectations. The method includes a deep analysis about factors for gender inequality. Only a deep knowledge about gender equality and the underlying structure will help them to discover, analyse and describe the real problems connected to gender discrimination. This will lead to projects that will develop the gender equality and make these initiatives sustainable. Then, specific pilot projects have been developed. Group dynamics played an important role in training programme with intensive discussions about facts, values, attitudes and behaviour.</p> <p>For some trainees it was really hard to start realising that there is a lot of inequality in their professional and social environment. Gradually, the training led them to see discriminatory practices they had not seen before, and sometimes even denied they existed. Feedback by trainers and other participants enhanced this developmental process. When the top managers went back to work between the sessions, they began to integrate a gender perspective into their decisions, or at least to keep asking themselves the crucial question: the impact of every decision on men and women.</p>
Project/experience/strategy main results and products	<p>Training of top level decision-makers and 35 middle managers from the partner organisations, through an in-depth personal experience for each individual participant (four phases modules over a period of six months to give trainees ample opportunity to reflect and find their own way in handling the complex questions about gender impact of decisions on individuals, groups, families and on organisations). Meetings were taking place in a conference centre far away from peoples workplaces and daily life.</p> <p>The process of development in the group was facilitated by two tutors, one woman one man, who have special skills in both group dynamics/processes and gender issues. The fourth seminar focused on methods and tools to disseminate the acquired knowledge and skills in order to start gender equality projects in their own organisations.</p>

	<p>The DP describes the result of the training as “enlightening and inspiring” for all participants: the training has convinced them about myths that are socially constructed and that gender matters.</p> <p>After their training the Swedish “gender equality developers” are embarking on their local pilot projects, tailored to the special needs and context of their organisations.</p> <p>In the Swedish police, examples of those actions include: “friendlier” police uniforms for both women and men, a survey on absenteeism and sick leave rates of women and men, a training programme helping support persons who are working with crime victims to integrate a gender perspective.</p> <p>In the Armed Forces the new GEDs launched an analysis of the gender implications in international operations. Another is working with local schools and introducing gender equality in class rooms, involving students, teachers and parents. New teaching materials and tools to be widely disseminated are also being produced.</p> <p>Participants learned to see the connection between work, public and private spheres and to understand that inequality in private life and within the family structure has an impact on the situation of gender equality in the society and in the workplace.</p>
Main weaknesses/obstacles	The implementation of the method depend on the performance of participants and on the willingness of their organisations to embark on a process of change.
Main positive elements	<ul style="list-style-type: none"> - Specific approach: gender equality as a crucial question to achieve better conditions for both women and men and for organizations. - A new approach to gender mainstreaming, through which senior managers have integrated the dimension of gender into their value systems and decision-making processes. - Top-down introduction of gender mainstreaming to all levels so that it becomes a sustainable element of the organisational culture.
Innovative elements	<ul style="list-style-type: none"> - The role of “change agents”. - Raising awareness starting from key decision makers (persons with power). - Cultural approach to introduce gradually gender mainstreaming not only at a “superficial level”.
Reproducibility elements	Other pilots are addressing gender issues in institutions that belong to the typical female domains of the public sector.
Sustainable elements	A new EQUAL partnership was formed to put forward a second round proposal.

partner:



Istituto per la Ricerca Sociale



www.retepariopportunita.it
affariinternazionali.po@palazzochigi.it