

Benchmarking and local policies in the field of training

Results of the project “The Knowledge Based Coast” monitoring

C.I. Equal Round II - IT-G2-TOS-061

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PREAMBLE

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The Tuscany Region specified, with the “Pact for Labour”, the necessity that the Provinces implement actual measures to strengthen the human capital and safeguard the competitiveness of companies by promoting actions of lifelong learning. Contextually with the New Pact for Labour, other two challenges were launched: the “qualification of human resources” and “a competitive Tuscany in the quality”.

“The Knowledge Based Coast” was funded within the scope of the Community Initiative Equal Round II. The project is resumed on the territorial synergy among the five provinces of the Tuscany coast (Livorno, Pisa, Lucca, Massa Carrara and Grosseto), and is especially based on a tested network, and implements actions for the employed whose profession risks obsolescence, foreign workers and other disadvantaged groups. In fact, “The Knowledge Based Coast” has the goal to strengthen the professionalism of workers that risk marginalization from the labour market through continuous training and lifelong learning actions, to contribute to the re-launch of the competitiveness of the entrepreneurial tissue. Each Province, together with Trade Associations and Trade Unions, identified the sectors of action on their own territory: mechanics and components, shoe manufactory and tanning, fashion production line, commerce and telecommunications, agriculture, marble sector. Thirty-four partners have contributed to the implementation of this project under the coordination of Provincia di Livorno Sviluppo srl.

With contributions by:

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I. THE PROJECT

Paolo Nanni

President of Provincia di Livorno Sviluppo srl

I.1 Introduction

In Tuscany, the transformation of the coastal industries led, in the 1980's, to a reduction of labour; the reconversion in new production sectors caused rapid changes which, although allowing the recovery of positive employment dynamics, put at risk consolidated working positions, caused deterioration of professionalism and increased the risk of obsolescence. The increasing number of atypical contracts for young people and women determines rapid turnovers which do not allow updating and training.

Female work in the interested area encounters difficulties in mediating with horizontal and vertical segregation. Immigrants' employment characterizing the area is linked to seasonal and atypical low profiles. The disabled placed in companies complying with legislative obligations (Law 68/99) need target training in order to grow professionally.

The new pact for a qualified development and "more and better jobs" in Tuscany highlights how new structural difficulties required the identification of new economic and social development programmes. During these years, the economic situation and employment of the five Provinces showed an improvement in the reduction of unemployment and increase of employment.

However, critical situations to be resolved still remain.

The data relating to the five interested Provinces at the beginning of the project are the following:

Pisa, with 4.5%, sets itself below the average regional rate of 2003 (4.8%)

The other Provinces register higher rates:

Lucca 5,8%

Livorno 6,4%

Grosseto 6,6%

Massa Carrara 7,7%

The factors individuated which determined these obstacles can be objective, such as age, sex and educational level, and subjective, such as attitude in looking

for a job, existence of a social disadvantage, adjustment of professional skills, work relationship's typology, etc. The same factors are different and change when linked to the structural diversities characterizing the Tuscany Coast.

The combination of these elements causes inequalities for the entry and stability in the labour market. Within that scope, circumstances such as voluntary unemployment, old and new forms of poverty, development difficulties of local economy, persistence of illegal economy and professional segregation, constituted the sectors where to focus in order to help reducing discriminations and inequalities in the labour market.

With reference to the line of action of Docup Equal and relative national notice, taking into consideration regional differences, the THE KNOWLEDGE BASED COAST project intended to develop and enhance the preparation and implementation of courses for individual and/or combined adult education. Towards this targets, The Knowledge Based Coast emphasized those measures whose purpose was the qualification of professionals specialized in the development of the territory and entrepreneurial tissue, and those actions whose purpose was the basic skills development, especially for the non EU male and female workers.

With reference to the points aforementioned, the added value of the project was the contribution to the implementation of the Tuscany Region's strategies on training centered on demand policies. The pilot applications implemented at regional level (as Individual Learning Account, Study Circles, etc.) found space in the project with diversified tests, also in working sectors.

The Partnership implemented actions for the requalification of Provinces and Municipalities' employees and collaborators involved in the project management and implementation, with the aim of strengthening the competences related to active labour and social policies.

Furthermore, by means of system activities and involvement of those who enhance the labour market, equal opportunities were promoted and guaranteed for male and female immigrant workers on the subject of training demand and access to the offer created within the scope of the project.

The system activities were developed according to their sustainability after the termination of the project, in order to provide the territory with more effective structures and human resources more prepared and able to self-update. Furthermore, the project developed towards a continuity of the objectives, actions and results achieved through the previous Coast Revitalization Project, therefore reinforcing the existing network relationships. Thanks to Coast Revitalization, it was possible to place subjects expe-

riencing disadvantage in the coastal work scene. Most of them were involved in the project in order to strengthen the professional competences previously gained.

The Partnership operated with the belief that innovative courses and change management courses required the involvement and direct drive of all social and economic stakeholders, in order to be effective in the long term. Within this scope, C.I. Equal Round II “The Knowledge Based Coast” was combined with facilities, activities and already implemented projects on the whole reference territory: the most important examples are the interaction with the immigrants’ information points and the Art. 6 ESF “Senior at work” project and measures for the extension of the working age in the European cooperation among local actors.

The presence of five Provinces, Municipalities, Employers’ Associations, Trade Unions and Equality Bodies, allowed the development of strategies of combined horizontal, vertical and gender mainstreaming.

Horizontal: to socialize and develop a sharing of procedures tested within the facilities of the promoter bodies.

Vertical: to awaken the institutional actors of local, national and European political and legislative planning on the incorporation of models and procedures tested within the definition of new legislations, and that these legislations stimulate the start of local development towards integration.

Of Gender: to increase positive practices of work/life balance and training time management; to transfer training and organizational models respectful of women’s needs.

Are understood as mainstreaming actions also the activities implemented within the scope of the project targeted to support the change of procedures:

- systemic exchange of experiences within the Partnership network;
- modelling of transferable and implementable paths for groups of disadvantaged people and policy areas;
- updating of operative methodologies within the already existing facilities (Information Points, Observatories);
- requalification of the operators in order to support the communication and use of common languages;
- transferability of training techniques to other sectors and territories;
- acknowledgment in the regional planning of tested methodologies and procedures;
- acknowledgment of professional competences and profiles developed within the regional system; the exchange and canalization of new scopes of compe-

tences to the employed experiencing disadvantage users of the public Employment Services;

- creation of the Partnership and the Network;
- constitution of management bodies based on models of social participation and dialogue.

Actions and activities within the scope of single Provincial Plans were implemented with the aim of:

- nationalizing experiences and procedures among national and international partners;
- promoting good practices to other subjects of the territory;
- involving the entrepreneurial level in the courses for the strengthening of the working position of male and women workers experiencing disadvantage;
- activating communities where good practices are shared with use of IT tools;
- verifying the model transferability;
- adopting models by institutional actors for the creation of networks with other regional projects;
- supporting the creation of a cultural environment, friendly to change innovation by stimulating the interaction and confrontation processes among different social actors.

Summary of the project results

Main activities:

Tailor-made training programmes for workers employed in sectors in crisis: 952 workers have completed 72 training programmes.

Update courses: 50 operators employed in the field of integrated services have attended 3 refreshment seminars on community programmes and work policies.

Experimental activities: course for “Private Carers” with linguistic experimentation addressed to immigrants with 12 qualified users; in all 28 persons took part in the 2 courses “Guidance to domotics”; course with project work “Planning of applied domotics” for 8 students; 7 study groups on sewing and leather working for 13 women prisoners; multilingual CD on rights, safety and active citizenship for immigrant workers.

Information and guidance activities: information point for people over 50 (261 users in the Tuscany coast), information point for immigrants in the prov-

ince of Grosseto (553 informed immigrants), women outplacement service in the province of Grosseto (92 women).

Research activities: 7 evaluation reports and 2 research reports were drawn up.

Dissemination activities: 3 multimedia products (1 website, 3 CDs, 4 DVDs) were realized, 4 regional events were attended as well as several seminars and conventions such as 7 final conferences and numerous local initiatives.

Analysis of training needs: 419 questionnaires and interviews were collected; 7 evaluation reports and 2 research reports were drawn up.

Regional partners – immigrants integration: 1000 informed companies and 500 information points were supplemented with the multilingual CD (Italian, English, French, Spanish, Arabic) on the rights of the non-EU workers created by Lega Coop Toscana;

12 immigrants qualified in the course for “Private Carer ” from Regional CGIL;

diffusion and promotion at regional events and manifestations done by ARCI Toscana

Testing on technological innovation. Domotics: 28 students of the Tuscany Coast course were trained in the 2 courses “Guide to Domotics”; 8 students of the Tuscany Coast were trained in the specialist course “Planning of Domotic Application “

Groups of study for women prisoners: 7 study groups of 20 hours each on cutting, sewing, leather goods

Online guidance service. Over 50 information point: 261 over 50 persons of the Tuscany coast (to the 31.03.08) were given guidance on labour, social security, health, recreating-aggregative activities

Transnational activities: Transnational Cooperation Agreements: Coast Regada, with Hungary, Spain and Romania and Motivation to Employment or M2E with Czech Republic, France, Hungary and U.K.; 557 participants to 11 meetings, 164 representatives to 7 bilateral visits, 178 operators involved in 5 groups for job and training, disability, disadvantage, gender discrimination; 2 websites, 7 researches, 6 final publications

Monitoring and evaluation: 1 monitoring report for innovation transfer was realized by the University of Florence

Information and dissemination: multimedia products (brochure, website, DVD) were realized, 4 attended regional events, 5 conventions were organized, 35 published on-line news, 29 press releases were forwarded, 60 articles were published on local newspapers, 29 advertising spaces were purchased, 1314 TV advertisements were broadcasted on local and regional broadcasting stations.

Expected results from the implemented policies

The innovative dimension was found in the new modality of support to the implementation of local policies and its relative potential to be transferred and applied in other local systems. On the basis of this definition, a general classification of the measures according to their related policies was determined. To this end, reference was made to the standard criteria defined in the Regulations and ESF planning documents, where “measure” is “the instrument through which the policies find their implementation”.

Measures related to demand policies and integrated employment functions:

- Information and guidance
- Assistance with job hunting
- Personalized courses
- Programmes for the access to subsidiary work relations
- Distribution of access to public aids

Measures related to active labour and social policies

- Territorial plans for the legalization of illegal work
- Hiring incentives
- Elimination of any form of exclusion
- Equal opportunities
- Qualification
- Integration
- Inclusion

Measures related to innovation policies

- Europeanization
- Participation
- Cooperation
- Active citizenship

1.2. Strategies and objectives

Following the line of action of the New Pact for Labour of the Tuscany Region, especially of the first challenge “qualification of human resources” and the

second “a quality competitive Tuscany”, the partnership created an experimental system which, on the one hand, strengthens the knowledge and transversal and professional skills of employed and self-employed workers risking marginalization or exclusion from the labour market and, on the other hand, supports the companies operating in risk sectors of the Tuscany Coast, which need to invest in innovation, also technological innovation, to ensure a competitive position at a local and world-wide level.

The priority objective was to provide to each subject involved a personal self-updatable portfolio of competences regarding both the current occupation and a potential different working position.

1.3. The geographic area

The territorial area is the Tuscany Coast and includes the Provinces of: Livorno, Pisa, Lucca, Massa Carrara and Grosseto, with a population of 1.510.603 persons, equal to 42.7% of Tuscany overall population.

The territory has great potentiality for economic growth, not yet fully expressed and, as the majority of the European coastal areas, there is the need to recover the conditions of effective sustainable development by restructuring the economy, strengthening the competitiveness of the companies and improving the quality of life and work of the inhabitants.

In 2003, the employed of the area were 596,000, of which 236,000 women, while the persons looking for an occupation were 38,000, out of which 22,000 were women.

The economic ground of the sub-coastal region is based on big companies in comparison with the inner Tuscany.

1.4. The national Partnership

The national partnership is constituted at local level, with the Cooperation Agreement underwritten by 34 partners and the Network Agreement, signed by 30 subjects who supported the territorial actions.

The localization of the problem and geographic area by the Partnership, for the implementation of the project, is the shared result of the cooperative *governance* action which involved public and private subjects of the Tuscany Coast.

The previous network experience activated with Coast Revitalization allowed the comparison with dynamics and emergencies of the labour market, and led to the definition of a common field of action.

The varied composition of the Partnership and the Network, which included institutional subjects, equality bodies, social partners, employers' associations, associations of subjects experiencing disadvantage, development societies, universities and research institutions, created a privileged and dynamic observation point on adaptability and competitiveness of the territory.

The five Provincial Administrations and Provincia di Livorno Sviluppo srl developed an ongoing comparison of Labour and Professional Training, both at the level of single territories, through the Tripartite Provincial Commission to which some of the project partners belong, and at the interprovincial level, through the regional initiatives which have relative councillors and other stakeholders. The partners, key actors of the labour market of the Tuscany Coast, contributed to the project by sharing the baggage of their previous experiences and competences, on the subject of actions for adult education finalized to the growing adaptability of the human resources engaged in the territory. The partnership and the Network created the project together and define the objectives, actions and activities in order to contribute to the general engagement of the Tuscany Region for a qualified development and better jobs. The experience consolidated by the partners (institutional and social partners) in the practice of *governance* applied in the project management offers added value in terms of mainstreaming and sustainability. The involvement of the social-economic institutional actors was essential throughout all the planning stages: from the predisposition, to the elaboration of pilot actions and experimental measures, monitoring, to the evaluation of the action, planning and realization of transnational dissemination and information activities. Some partners brought expertise, such as the Research Institute and the University, which brought it at a counselling level.

In the Network there are: associations of subjects experiencing disadvantage in order to control the respect of rights; municipalities: in order to test times and spaces conciliation measures and implement adult education programmes to the characterized requirements; equality bodies in order to promote Equal Opportunities against gender discriminations.

a) The capillary network representing the requests of territories, women and subjects experiencing disadvantage (otherwise abled and immigrants) answered actually and effectively to the emerging needs of the workers risking expulsion or exclusion from the production sectors involved by the project. The Network

completed and integrated the partnership and contributed to strengthen the *governance* action. Institutional and non-institutional actors, economic and social subjects that operate in the field of job policies with a systemic point of view were involved. The Network included, additionally to some Municipalities such as Livorno, Cecina, Rosignano, Collesalvetti, Piombino, Pietrasanta, Stazzema, also: the Mountain Communities of Amiata, Colline del Fiora, Colline Metallifere, Monteregio Wine Route of Massa Marittima, Montecucco, Maremma Hills. The associations representative of subjects experiencing disadvantages which participated are: CUH Livorno, ANMIL Livorno, ANMIC Livorno and Massa, ENS Massa, UIC Livorno, ANVG Massa, CSSA Massa, Jail of Massa Carrara, Chamber of Commerce of Massa, ANMS Massa, ASL 1 (Local Health Unit) Massa; Equality bodies: Provincial Commission for Equal Opportunities of Livorno and Massa, Equal Opportunities Advisor of Livorno and Pistoia; Trade Associations: CGIL Pistoia and Massa, Bilateral Agency of Tourism of Massa; Euroform Training Agency of Massa; shoe manufacturing sector Ce.se.ca. of Lucca.

c) The Network worked through the constitution of work groups for specific subjects and has been actively involved in all phases of realization of the actions implemented, including the distribution, information, monitoring and evaluation. The Network had access to the web area dedicated to the Partnership meetings.

1.5. The transnational Partnership

The transnational principle, not only constituted the symbol principle of the C.I. Equal Round II The Knowledge based Coast, but was also integral part of the Partnership activities, whose working plans would not have been implemented without this element. In fact, this dimension represented one of the core added values in practices innovation, improving the Partnership policies and reference systems. The surplus value of the transnational cooperation, contributed to strengthen the innovative capacity of the various testings in which methodologies were tested and tools and courses were finalized to remove the barriers to the active permanence of the new Member States of the European Union that constituted the transnational Partnership.

The principle of transnational cooperation was implemented and strengthened through the implementation of mutual cooperation agreements, through the participation to events, conferences, seminars, work groups and thematic groups. Two Agreements of Transnational Cooperation were signed:

Coast Regada with Hungary, Spain and Romania and Motivation to Employment or M2E with Czech Republic, France, Hungary and Great Britain.

The transnationality of the project was actually an exchange of experiences, procedures and approaches in the field of lifelong learning. Periodic transnational meetings were organized, characterized by study and deepening also through participation to mutual training initiatives, international conventions on the main subjects dealt by single national plans.

Training and combined learning sessions were implemented and addressed to planners, with the core aim to transfer and share management methods and procedures for the common coordination and development activities of the global project.

The output of this specific activity is the production of a practical guide for the persons in charge of the transnational activities of the project which favoured and supported the definition of a common language useful to face and solve the most frequent problems that can emerge during the combined realization of the projects.

The activities carried out within the scope of the transnational partnership can be classified in three macro areas:

Study and research: comparative analysis of the experiences of the involved Countries, participation to transnational study groups (exchange of experts, staff and final beneficiaries)

Training for the persons in charge and the staff of the project

Production of common working tools and glossaries.

1.6 The Partnership Governance

For the administration and management of the project was provided:

Political pilotage committee

Technical-scientific committee

Formal work groups

Evaluation committee

Body for the Partnership/Network combined management

The Partnership leader is the Provincia di Livorno Sviluppo srl, which took care of the coordination of the partnership, Network and relationships with the Tuscany Region.

On the basis of the positive results gained through the experience of the project Coast Revitalization IT-G-TOS-0016, the project policy and management

responsibilities were shared by all partners. The Pilotage Committee, chaired by the Province of Livorno and the Technical-scientific Committee, guaranteed the project governance. The Councillors of the five Partner Provinces were part of the Pilotage Committee. A “cabin of direction” was provided with the task of:

- supporting the provincial structures, local bodies and actors in the activation of the project. Harmonizing the project objectives with the ordinary actions of the ESF
- participating in the local and transnational partnership activities
- concurring to the definition of the didactic and financial planning
- presiding to the realization of the central system actions and local experimental actions
- monitoring the progress of the project
- estimating the results achieved in relation to the indicators identified

1.7. Roles, skills and responsibilities in the Partnership

In order to value the global role of the partnership on the territory of the Tuscany Coast (and also to the level of single provincial areas) so that it could become a systematic and continuous element of the planning of lifelong learning, the provincial bodies undertook the responsibility of local coordination. The partnership procedures and modalities were defined through Partnership and network agreements, in a clear and shared way, stressing the implementing and operating duties and responsibilities connected to the exercise of the respective role. According to the indication of point 2.1, Notice 2/2004, efforts were made in order to constitute a partnership which satisfies the criteria of “active Partnership”.

Provincia di Livorno Sviluppo srl took care of the management coordination, mainstreaming and relationships with the Tuscany Region and other referring authorities, monitoring and self-evaluation. It also performed the role of relationships facilitator within the partnership and the network, and between the project and the other local actors and stakeholders. It took care of the local and transnational relationships, management activity, administration and accounting. It pre-disposed specific management software to support and simplify the administrative and accounting management work. The accounting especially was especially managed as a transversal and ongoing process and was implemented since the initial phases of the project.

Province of Livorno: chaired the Steering Committee, provided general guidance for the actions implementation;

Provinces of Lucca, Pisa, Massa-Carrara, Grosseto: mainstreaming, local coordination, involvement of job centres;

Trade Associations: (Industry Association Livorno, Legacoop Toscana, ARCI Toscana, API Livorno, CNA Livorno, CNA Pisa, API Pisa, Casartigiani Pisa, Confartigianato Pisa, CSA Lucca, SOGESA 2000 Lucca, CCIAA Massa-Carrara, CCIAA Grosseto, Coldiretti Massa, Confcommercio Massa, Confcooperative Massa, Confimpresa Massa, Coldiretti Grosseto, UPA Grosseto, CIA Grosseto): informative and educational role to companies and entrepreneurs, analysis of the needs, active participation for the definition of sector plans and training packages for the adult education;

Trade Unions (CGIL Toscana, CISL Livorno, CSP-UIL Livorno, CGIL Livorno, CISL Pisa, UIL Pisa): information and awareness-raising activities among male and female workers, definition of understandings and agreements, support for the definition of activity of sector Monitoring Centres and information point aimed to identified targeted measures to workers experiencing disadvantage (otherwise abled, immigrants, illegal, atypical);

Institutes of Research: Institution of Information Science and Technology of CNR Pisa for specific experimental applications, especially focused on training and domotics technology application, to restructure the obsolete skills of construction technicians otherwise risking the exclusion from the Labour market and experience domotics applications on workplaces with otherwise abled and subjects experiencing disadvantage;

Local Administrations: Municipality of Pontedera and Comunità Montana Alta Versilia were used in order to define measures closely linked to the sector specificities of the local economy: motorbike components for Pontedera and marble for Alta Versilia;

Associations of disadvantaged subjects: control of the respect of rights, definition of specific understandings and agreements;

Equality bodies: equal opportunities promotion, protection against gender discriminations. The relationship among these subjects also will be regulated by appropriate agreements.

1.8. Policy areas

- Testing of methodologies and procedures for the valorization of the human resources in the view of lifelong learning to contrast discriminations and prevent obsolescence risks in the working context, especially with regard to small to medium companies
- Promotion of actions to support local sectors and the territorial vocations with the aim of adapting or creating professional skills for the management of the processes of change or avoiding exclusion or expulsion phenomena
- Promotion of a culture of learning and testing of methodologies and tools for the increase of basic skills in subjects risking exclusion
- Promotion of the innovation processes among SME's as form of addition to the production and market changes and as a strategic choice to avoid the marginalization of the companies from the market and the consequent occupational and social precariousness of the workers

1.9. Work plan

The project identified and developed adult training models integrated with lifelong learning paths on the coastal territory. The actions, addressed to male and female workers, especially those risking discrimination and treatment inequalities in the labour market, were articulated in an integrated plan of system actions (managed centrally by the bodies of the Partnership) and local testing actions (realized in the provincial areas). The analysis of the coastal labour market, allowed characterizing (through a team work) the target sectors for testing, starting with the districts requiring a re-launch of competitiveness. Each provincial area picked out one or more sectors within its own territory. The process of measurement of the demand allowed selecting the following areas of intervention:

Grosseto: agricultural district

Livorno: mechanics, services to companies (with attention to quality building and domotics)

Pisa: mechanics

Lucca: marble and shoe manufactory sectors

Massa: the production sector in general.

Specific supporting actions are provided for specific disadvantages, such as: illegal workers (actions towards legalization), immigrants (targeted support); atypical workers (definition of agreements to strengthen protections and rights). The analysis of the needs will indicate the training intervention areas for each sector. Furthermore, at this stage starts the updating of the staff and collaborators of the partners, to adapt skills to requirements at a community and national level with regard to labour policies. Once the start-up was completed, the local experimentation started by using the same methodologies and procedures in each province: sector plans and targeted tailor-made training packages based on the demand policy, especially the training demand, were created. Particular attention was given to the new basic skills of the knowledge society. The heavy diversification of the users (entry skills, living and working times) and the often small sizes of the companies required efforts to identify formulas to consent access to the training to all stakeholders. To this end were used a mix of conventional tools, innovative practices (ex. Study Circles), supports to individual training (ex. individual learning account, vouchers, etc.). The importance, within the interested area, of women in the labour market required the implementation of specific pilot actions addressed to women workers to allow their participation in the training, also through support and guidance according to Law n. 53/2000 and other equal opportunities regulations. In order to allow the equal participation to those otherwise abled and immigrants, the staff included tutors and organizers trained through the Coast Revitalization projects, supported by private individuals, companies and system to adjust the actions to the specific needs of the subject experiencing disadvantage. Transversally, distribution and information, monitoring and evaluation and transnational activities were organized. Summarizing, the actions of the project are divided in system actions and local testing actions.

System actions

The partnership was organized according to the methodology of *cooperative governance*. To this end, a common *tool-box* was implemented to gauge the

corporate training needs, create individual training packages, support awareness-raising and dissemination actions (updating on community programmes and national regulations on labour policies for the staff of Provinces and Municipalities). A network of information and guidance points was implemented, in collaboration with Network Points on atypical work, flexibility, safety, entrepreneurs and workers' rights.

Local experimental actions

These kinds of actions were actually the preparation of experimental training sector plans. Social partners and companies were involved for the analysis of the needs, in order to favour the legalization of illegal work. There was guidance to prepare a skills statement of the employed workers through the job centres, individual courses for male and female workers at risk of expulsion or exclusion from the labour market were implemented. The individual and custom-made training courses were implemented both within the companies and externally, in training centres throughout all the national territory.

2. Strategy for the project innovation and monitoring

Maria Giovanna Lotti
Provincia Livorno Sviluppo srl

2.1 Strategy for innovation

The Equal initiative trusted the Partnership model as an effective tool for an innovative resolution of the multidimensional problems at the basis of the long-lasting problems of discrimination and inequality in the labour market. Furthermore, Equal deeply renewed the Network concept, welcoming the active participation of new social and economic actors usually not involved, which allowed paying more attention to the territorial dynamics and local peculiarities of the events linked to globalization. Within this scope, the concept of Partnership is related to the realization of activities and actions which are the reason why an innovative form of relation and cooperation between the different actors of the interested territorial area was created.

The short-term transformative-innovative function expected by the policies and actions of an experimental project is transferred to the Partnership, therefore to new forms of stable governance of a territory, able to guarantee the continuity of an experimental project according to the relation and interaction models applied to all social actors of that specific territory; therefore according to the capacity to generate territorial networks.

The Partnership is understood as the different combination between actors of the public sector and stakeholders of the private sector involved in new forms of voluntary and cooperative relation (aimed to the optimization of different resources and competences) and orientated to provide solutions for common problems/needs of the territorial area of pertinence (Nelson and Zadek, 2000). On the other hand, a partnership for innovation is also understood as a network of collaboration among different actors sharing the common objective of producing innovation in the modalities of cooperation (relation-interaction), production and transfer. The model of Partnership for innovation includes the principle of transferability of the innovation created, understanding as transferability the pos-

sibility to apply the new procedures and testing to the local public policies, which can risk remaining temporary as activated within the scope of an experimental project.

Generally, to analyze models of applied Partnerships, three main indicators are used: the way in which it was constituted, the functions for which it was constituted and the expected results which the Partnership wants to achieve. The monitoring analyzed the Partnership also for the objects dealt with and the processes implemented starting from the consideration that the Partnership of the project C.I. Equal Round II The Knowledge based Coast operated with the main objective of creating a permanent laboratory on the Tuscany Coast territory to promote, support and encourage the tendency to innovate in public and private organizations and by individuals, guided by three main lines:

Stable integration between work and social policies. Specifically, the project represented an important tool to contribute to innovate the relation between social and work policies towards a stable integration between these two systems.

Local, social and occupational development. The Laboratory of the Knowledge Based Coast operated for the development of single territories, coherently with the dimension of human resources and the development of specific actions to reduce social poverty. The specific features of the Partnership and the activities implemented requested the application of a monitoring model which focuses especially on the modalities of interaction of the partnership for the transfer of innovation operated by the actors engaged in the management of the project C.I. Equal Phase II.

The focus of the monitoring activity were the testings of the Partnership related to the innovation processes through the public policies of training, work and innovation in the interested area.

In relation to this specific aim, the monitoring performed structural, process and flow verifications on the actions and activities implemented for the realization of the objectives of the action Phase II and for the definition of its development towards the constitution of an institutional Partnership. Evaluation and study of the processes of internal coordination and cooperation of the Partnership, Network, and between Partnership and Network were performed with particular attention to the transnational dimension. The main objective was to gauge, through the analysis of the provincial working plans and the single actions implemented, the innovative measures adopted for the implementation of the active social poli-

cies and their transfer in the local system involved, both in the actuation processes of the public policies and the definition of the economical-entrepreneurial strategies.

The measures

The object of study and analysis was identified in the measures adopted within the scope of the C.I. Equal Round II, favouring the process of constitution and development of the Partnership and the activities implemented. Especially, the intention was to analyze the type of activities and actions implemented for the achievement of the project's objectives and the modalities of relation/interaction defined between the different public and private actors involved in the development actions of the Partnership. As a matter of fact, the concept of measure is widely used in the field of work policies to identify the tools through which actions aimed to increase the flexibility of the labour market, support the unemployed incomes, etc. are performed. This concept was also used in the Regulations and planning documents of the ESF, where "measure" is "the tool through which (a priority) is implemented in a pluriennial timeframe, which allows the funding of the operations". The necessity to combine different types of action results in the aggregation of more than one measure. Object of the measure are different factors on which the policy choose to intervene (the role of different actors, training costs, activity, premises, contents, etc.). The policy, beyond implementing the measures to be activated, their components and dimension, also defines the model of interaction among its different components (subjects, institutions, organizations, individuals and human, financial and material resources). The interaction model finds its expression in actual regulation and financial tools through which a policy is implemented.

In this specific context, the innovative dimension of a measure was individuated in the new modality with which it contributed to the implementation of local policies and the potential to be transferred and applied in other territorial contexts. Especially, each measure adopted in the project was considered innovative if it contributed, in the long term, to the improvement processes of active and social policies and local planning.

3. Results of the monitoring

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3.1. Monitoring tools and objects

3.1.1. Measures analysis grid

A. General information on the measure	
Title/Name of the measure	
1. Main policies correlated to the measure <i>(Identification of one or more policies which rely on the measure)</i>	Comments
2. Beneficiaries/Addressees <i>(Identification of the subjects towards which the measure is intended to intervene in order to produce specific behaviours. A measure can have direct and/or indirect beneficiaries, or more type of beneficiaries)</i>	Comments
3. Measure Abstract <i>(The Abstract – in the aspects related to the definition, objectives and contents of a measure - is used to contextualize the interested measure and provide essential information which helps to understand its fundamental principle and meaning)</i> 3.1 Definition 3.2 Objectives 3.3 Contents	Comments
4. Specific effects and expected results <i>(Identification of the qualitative and quantitative results which the measure can produce within the topic to which it refers, if possible, within a set time limit)</i>	Comments
5. Institutional levels involved and respective functions/tasks (State, Regions, Local Bodies) <i>(Identification of the institutions which preside the process of institution, implementation and development of the measure)</i>	Comments
6. Description of the access procedures <i>(Short description of the procedures to follow to access the measure)</i>	Comments
7. Tools of the measure <i>(Short description of the components of the measure subtending the implementation of the policy to which the measure refers; ex. financial resources, equipment, teachers/educators, etc.)</i>	Comments
B. Tools	
8. Body supplying the measure <i>(Description of the bodies through which the measure is supplied)</i>	Comments

3.1.2. Directory of the measures

File no.	Measures	Territorial area
01	Promotion of mutual learning and policy transfer	Livorno
02	Guidelines for the constitution of project partnerships	Livorno
03	Promotion of active citizenship	Tuscany coast
04	Study Circles for women prisoners	Livorno
05	Online guidance service for the Over 50s	Tuscany coast
06	Information on the Domotics innovation. Phase I	Tuscany coast
07	Pocket learning. Tools for individual training	Tuscany coast
08	Information for immigrants and entrepreneurs who want to hire immigrants	Grosseto
09	Integrated outplacement services for women	Grosseto
10	Guidelines for the constitution of local partnerships	Massa
11	Training to favour the legalization of illegal work	Massa
12	Literacy to the management procedures of international partnerships	Livorno
13	“Getting on” tools for motivational communication in favour of small enterprises and employed workers	Pisa
14	Guidelines for the active participation in local partnerships	Pisa
15	Pocket Learning. Tools for individual training	Pisa
16	Identification of the crisis factors shared by companies of the same sector	Lucca
17	Information on new energy sources	Massa
18	Training with qualification for private carers	Tuscany coast
19	Information on Domotics innovation. Phase II	Tuscany coast
20	Guidelines for the company succession	Lucca
21	Guidelines to models of job flexibility	Lucca
22	Guidelines to technological innovation in the marble sector	Lucca

3.1.3. Measures summary table

File no.	Measures	Territorial area	Correlated policies	Areas of action	Objectives
01	Promotion of mutual learning and policy transfer	Livorno	Innovation policies	Promotion of innovative processes for the preparation of policies	Creating models, networks and tools applicable to local level to be integrated in the planning of national, regional and local policies.
02	Guidelines for the constitution of project partnerships	Livorno	Integration policies	Promotion of innovative processes for the preparation of policies	Creating models, networks and tools applicable to local level to be integrated in the planning of national, regional and local policies.
03	Promotion of active citizenship	Tuscany coast	Integration policies	Inclusion	Reducing or eliminating the risks of discrimination and exclusion from the social, economic and political life on the territory.
04	Groups of study for women prisoners	Livorno	Policies of the training demand Policies of the integration	Inclusion	Reducing or eliminating the risks of discrimination and exclusion from the social, economic and political life on the territory.
05	Online guidance service for the Over 50s	Tuscany coast	Active work policies Integration policies	Lifelong Learning. Inclusion	Reducing or eliminating the risks of discrimination and exclusion from the social, economic and political life on the territory for the population over 50.

File no.	Measures	Territorial area	Correlated policies	Areas of action	Objectives
06	Information on Domotics innovation. Phase I	Tuscany coast	Innovation policies	Technological innovation	Promoting, supporting, facilitating the processes of innovation between the SMEs in order to avoid the exclusion of the companies from the market and the occupational and social marginalization of the workers.
07	Pocket learning. Tools for individual training	Tuscany coast	Active work policies; policies of the training demand	Requalification and adaptation of professional skills	Promoting individual empowerment, developing the collective responsibility and the ability to act in order to prevent and fight the risk of exclusion from the labour market, supporting the relaunch of entrepreneurial competitiveness.
08	Information for immigrants and entrepreneurs who want to hire immigrants	Grosseto	Active work policies Integration policies	Lifelong Learning. Inclusion	Reducing or eliminating the risks of discrimination and exclusion from the social, economic and political life of subjects experiencing disadvantage and immigrants.
09	Integrated outplacement services for women	Grosseto	Active work policies Integration policies	Requalification and adaptation of professional skills Life-long Learning Inclusion	Promoting individual empowerment, developing collective responsibility and the ability to act in order to prevent and fight the risk of exclusion from the labour market.
10	Guidelines for the constitution of local partnerships	Massa	Innovation policies Integration policies	Promotion of innovative processes in the preparation of local policies	Creating models, networks and tools applicable to local level to be integrated in the planning of national, regional and local policies.

File no.	Measures	Territorial area	Correlated policies	Areas of action	Objectives
11	Training to favour the legalization of illegal work	Massa	Active work policies Training policies	Lifelong Learning Inclusion	Reducing or eliminating the risks of discrimination and exclusion from the social, economic and political life on the territory.
12	Literacy to the management procedures of international partnerships	Livorno	Innovation policies Learning and transfer policies	Promotion of innovative processes in the preparation of policies	Creating models, networks and tools applicable to local level to be integrated in the planning of national, regional and local policies.
13	“Getting on” tools for motivational communication in favour of small enterprises and employed workers	Pisa	Active work policies Innovation policies	Promotion of innovative policies for SMEs	Promoting, supporting, facilitating the processes of innovation between the SMEs in order to avoid the exclusion of the companies from the market and the occupational and social marginalization of the workers.
14	Guidelines for the active participation in local partnerships	Pisa	Innovation policies Integration policies	Promotion of innovative processes in the preparation of local policies	Creating models, networks and tools applicable to local level to be integrated in the planning of national, regional and local policies.
15	Pocket Learning. Tools for individual training	Pisa	Active work policies Policies of the training demand	Requalification and adaptation of professional skills	Promoting individual empowerment, developing collective responsibility and the ability to act in order to prevent and fight the risk of exclusion from the labour market, supporting the relaunch of the entrepreneurial competitiveness

File no.	Measures	Territorial area	Correlated policies	Areas of action	Objectives
16	Identification of the crisis factors shared by companies of the same sector	Lucca	Active work policies Innovation policies	Requalification and adaptation of professional skills Promotion of innovative policies for SMEs	Promoting and supporting the innovation, also technological, in the marble sector, preventing the risk of exclusion from the labour market, supporting the relaunch of entrepreneurial competitiveness.
17	Information on new energy sources	Massa	Active work policies Innovation policies Environmental policies	Technological innovation	Promoting, supporting, facilitating the processes of innovation between the SMEs in order to avoid the exclusion of the companies from the market and the occupational and social marginalization of the workers.
18	Training with qualification for personal carers	Tuscany coast	Active work policies Training policies	Lifelong Learning Inclusion	Reinforcing and qualifying the skills of the workers working in the household and care sector, reducing or eliminating the risks of discrimination and exclusion of the subjects experiencing disadvantage from the social and economic life.
19	Information on Domotics innovation. Phase II	Tuscany coast	Innovation policies	Technological innovation	Promoting, supporting, facilitating the processes of innovation between the SMEs in order to avoid the exclusion of the companies from the market and the occupational and social marginalization of the workers.

File no.	Measures	Territorial area	Correlated policies	Areas of action	Objectives
20	Guidelines for the company succession	Lucca	Innovation policies	Promotion of innovative processes in the SMEs	Promoting, supporting, facilitating the processes of innovation between the SMEs during the arrival of a new generation in order to avoid the exclusion of the companies from the market and the occupational and social marginalization of the workers.
21	Guidelines to models of job flexibility	Lucca	Active work policies	Lifelong Learning Inclusion	Reducing or eliminating the risks of discrimination and exclusion from the social, economic and political life on the territory.
22	Guidelines to technological innovation in the marble sector	Lucca	Innovation policies	Technological innovation	Promoting, supporting, facilitating the processes of innovation between the SMEs in order to avoid the exclusion of the companies from the market and the occupational and social marginalization of the workers.

3.2. Descriptive files of the measures

3.2.1 Promotion of mutual learning and policy transfer

General information on the measure	
<p>Title of the measure: Promotion of mutual learning and policy transfer <i>This measure was implemented within C.I. Equal Round II, project “The Knowledge-based Coast”. The project was promoted by Provincia di Livorno Sviluppo. A testing period of the measure on a pilot group was provided (2005 - 2007).</i></p>	
<p>1. Main measure related policies Innovation policies Training policies</p>	Comments
<p>2. Beneficiaries Institutions, associations and social bodies representatives of the European Union partners of the project “Livorno: a knowledge province for Senior at work” Institutions, associations and social bodies representatives of the national, regional, local partn of C.I. Equal Round II, project “The Knowledge-based Coast” Addressees Policy makers, coordinators, employed staff of the institutions beneficiaries of the measure</p>	Comments
<p>3. Abstract The transnational strategy consists in the combined support to integration/reintegration of groups experiencing disadvantage in the labour market, through the implementation of permanent channels of communication and exchange of good practices. On the territory of the Province of Livorno was implemented, according to what provided, an exchange of good practices between the transnational partnership of the project “Livorno: a knowledge province for Senior at work” and the national partnership of the project Equal, The Knowledge Based Coast, Phase II. The measure was implemented according to the following modalities: preparation of the methodologies of policy learning and policy transfer by the University of Florence, partner of the project “Livorno: a knowledge province for Senior at work” creation of the implementation tools of the policy learning and policy transfer training to the methodologies and tools of policy learning and policy transfer by the University of Florence in favour of the transnational and national partners of the two projects integrated on the regional territory educational tours to identify and describe measures and policies (for each partner country of the two projects) for the implementation of programmes for the requalification of the over 50 population in order to guarantee an active social, cultural and working role within the context of daily life benchmarking for the evaluation of the transferability of the measures identified and described by each partner (international and national) transfer of measures: verification of the modalities of implementation of the measure “Information Point for over 50” selected from the policies implemented by the international partner Denmark</p>	Comments

<p>3.1 Definition of the measure The measure allows defining, describing and evaluating the transferability of measures, concepts and policies from a Country to another and, within the same country between the different institutional levels (national, regional, local). Through the implementation of the measure is possible to favour and facilitate a collective process of production and innovation which works as a system of international, national and local adaptation</p> <p>3.2 Objectives Activating a shared model of cooperation among member states of the European Union, overcoming the model of competitiveness among countries. Favouring the circulation and adaptation of ideas, best practices among different countries, therefore, among the different institutional levels and subjects of each country. Sharing and implementing a “peer review”(1) model for the definition of common objectives such as the fight against unemployment, social and working marginalization especially for subjects experiencing disadvantage</p> <p>3.3 Contents Support to the creation of innovation Diffusion of models and methodologies for the effective management of exchange practices Integration of active planning actions within the European context and regional and local territories</p>	<p>Comments 1) Gualmin, 2002, 24 from “development of the policies”, magazine Freedom and Safety for all, Region Emilia Romagna</p>
<p>4. Specific results expected Adjustment and sharing of a methodological model for the mutual learning of the different policies and related measures, for their implementation within the scope of the action in favour of the over 50 in Europe. The transfer, therefore the implementation, of actual measures of the policies in force in the countries involved.</p>	<p>Comments</p>
<p>5. Institutional levels involved (national, regional, local) and respective functions Ministry of Labour and Welfare: Authority of national management Tuscany Region: Authority of intermediate management Provincia di Livorno Sviluppo: Coordinator of the project area University of Florence: Scientific direction Association Earllall (Belgium): National partner Videnscenter for Integration (Denmark): Transnational partner Westmeath Employment Pact (Ireland): Transnational partner</p>	<p>Comments</p>
<p>6. Description of the access procedures It was not necessary to implement access procedures to the measure, being the beneficiaries and addressees national and international partners of the two projects integrated on the Tuscany territory.</p>	<p>Comments</p>
<p>7. Suppliers</p>	
<p>B. Tools</p>	
<p>8. Tools of the action Information Training Promotion Territorial marketing Methodological plants and research and impact evaluation tools</p>	

3.2.2 Guidelines for the constitution of Project Partnerships

General information on the measure	
<p>Title of the measure: Guidelines for the constitution of “Project Partnerships” <i>The measure was implemented within the C.I. Equal Round II, project “The Knowledge-based Coast”, by the leader Provincia di Livorno Sviluppo.</i></p>	
<p>1. Main measure related policies Innovation policies Social policies Active labour policies Training policies Lifelong learning policies Equal opportunities policies</p>	Comments
<p>2. Beneficiaries 34 active partners on the Tuscany Coast territory Trade associations representing different productive realities, trade unions Social associations’ bodies Reference provinces Regional associations competent on immigration Social and voluntary associations Municipalities Equal opportunities bodies Mountain communities Consortia Addressees Staff working in institutions, companies, associations and consortia Women Men Immigrants Provinces Job Centres Trade associations Trade unions, municipalities, mountain communities Chambers of commerce Research institutes, training agencies</p>	Comments
<p>3. Abstract In order to effectively face the labour market’s problems, especially risks of workers’ exclusion from a productive reality requiring updated skills, the participation of all actors operating within the working, training, educational and social sectors is needed. Such sectors often operate separately and unlinked to the productive reality or the needs of the workers. The project, in order to develop integration between adult training and other active policy’s tools, needed to involve institutions and work, professional training and social systems, insisting on the role of institutional partners, social partners and entrepreneurial world to improve the ability of the system in preventing professional obsolescence and satisfying the training needs of companies and workers. Therefore, the constitution of a PS representative of all actors of the labour market allows different sectors to correlate and work towards the resolution of common problems with a combined point of view. The partnership proves in such way to be the most appropriate</p>	Comments

<p>implementation of circuits and synergies destined to last after the project, re-newing the approach of the territory towards the labour themes. The PS includes the 5 provinces of the Tuscany Coast, guided by the respective provincial administrations of Livorno, Pisa, Lucca, Massa Carrara and Grosseto. The 94 partners' Network which worked to the Equal Phase I project on the same territorial area reached the project objectives and, in compliance with the new involvement modalities of the partnership provided by the Phase II Guidelines, a new PS was constituted, representative of the actors of the labour market and able to support the activities' direct management with part of the total funding, with the means to focus the interest and attention of the local actors on the project objectives. The active partners underwrote a Cooperation Agreement with a working plan and individual agreements with the leader for the management of specific activities. The partners of the Network signed a Network Protocol with which undertake to be a point of observation and proposition to individuate the necessary updating and re-qualification areas, to prevent professional and skills' obsolescence and support the companies. The synergy between these two networks form a system engaged to test the measures provided by the project, canalize the results of local experimentations and promote good practices.</p> <p>Adhesions of the partners to the project: May-July 2004 PS constitution: October-January 2005 Underwriting of the PS and Network Agreements: February 2005 Combined planning of the Measure 2 programme: January-June 2005 Stipulation of the agreements with the leader: July-December 2006 Combined implementation of the project activities: July 2007-December 2007</p> <p>3.1 Definition of the measure: The measure is a tool of promotion and management of the project partnership and its aim is territorial governance. It is also a tool for encouraging the planning of inter-sectorial plans of experimental training through the involvement of job centres, companies and territorial associations for the diffusion of Lifelong Learning.</p> <p>3.2 Objectives Creating a Network for the combined management of agreed activities on the whole Tuscany Coast area which complies with the criteria of participation, inclusion, diffusion of information and work practices, so to test a model involving the territory in its totality, and be active also after the termination of the project.</p> <p>3.3 Contents Project partnership for the innovation transfer in the territory Models of participative governance Social and working integration</p>	<p>Comments</p>
<p>4. Specific expected results The project measures reach the beneficiaries expectations by the project in the whole territory, because of the PS, an updating system for the workers that is jointly created and tested and is based on adult education, through the territorial diffusion of the networks. The results of the local experimentations are canalized and the horizontal diffusion and mainstreaming is favoured, insisting on the institutional partners, the role of public services is innovated from a combined point of view and the quality of the services offered to the citizens is improved; the vertical mainstreaming is favoured.</p>	<p>Comments</p>

<p>5. Institutional levels involved (national, regional, local) and respective functions</p> <p>Ministry of Labour: national administration authority Tuscany Region: intermediate administration authority Provincia di Livorno Sviluppo: project coordinator Province of Livorno: partner Province of Pisa: partner Province of Lucca: partner Province of Massa Carrara: partner Province of Grosseto: partner CGIL Toscana (General Italian Trade Union of Workers – Tuscan committee): partner Legga Cooperative Toscana (Tuscan Association of Cooperatives): partner ARCI Toscana (Association of Social Promotion - Tuscan committee): partner CNR-ISTI (Italian National Research Council – Institution of Information Science and Technology): partner Confindustria (Association of Italian Industries), Livorno: partner CNA (National Confederation of Crafts and Small and Medium Enterprises), provincial association of Livorno: partner API Toscana (Association of Small and Medium Enterprises - Tuscan committee), Livorno CSP-UIL (Provincial Association of Trade Unionists – Union of Italian Workers), Livorno: partner CGIL (General Italian Trade Union of Workers), Livorno: partner CNA (National Confederation of Crafts and Small and Medium Enterprises), provincial association of Pisa: partner CISL (Italian Confederation of Workers’ Trade Unions), Pisa: partner UIL (Italian Trade Union for Work), Pisa: partner API Toscana (Association of Small and Medium Enterprises - Tuscan committee), Pisa: partner Casartigiani (Independent Confederation of Craftsmen Trade Unions), Pisa: partner Confartigianato (Confederation of Craftsmen and Small Enterprises), Pisa: partner Municipality of Pontedera CNA (National Confederation of Crafts and Small and Medium Enterprises), provincial association of Lucca: partner Comunità Montana Alta Versilia: partner So.ge.sa 2000 (Association of Artisan and Small Enterprises), Lucca: partner Chamber of Commerce of Massa Carrara: partner Confimpresa (Confederation of Small and Medium Enterprises and Craftsmen), Massa Carrara: partner Coldiretti Massa Carrara (Provincial Confederation of Farmers): partner Confcommercio (General Confederation of Trade, Tourism, Services and SMEs), Massa Carrara: partner Confcooperative (Confederation of Cooperatives), Massa Carrara: partner C.O.A.P., Grosseto CCIAA (Centre of Vocational Guidance and Updating of Grosseto Chamber of Commerce): partner Unione Provinciale Agricoltori Grosseto (Provincial Association of Farmers): partner Confederazione Italiana Agricoltori (Italian Confederation of Farmers), Grosseto: partner Coldiretti Grosseto (Provincial Confederation of Farmers): partner</p>	<p>Comments</p>
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B.Tools	
<p>6. Tools of the measure Technical-scientific committee Political pilotage committee Network Protocol Cooperation Agreement Transnational Cooperation Agreements</p>	Comments

3.2.3 Promotion of active citizenship

General information on the measure	
<p>Title of the measure: Promotion of active citizenship <i>The measure was implemented within the scope of the C.I. Equal Round II, project “The Knowledge-based Coast”.</i></p>	
<p>1. Main measure related policies Social policies Active labour policies Training policies Integration policies Immigrant workers are a growing reality in Tuscan companies. However, most of them are not ready to face themes as safety, contractual rights and citizenship which have a decisive incidence on the everyday work nature.</p>	Comments
<p>2. Beneficiaries/addressees of the measure: Immigrant workers employed in the Tuscan territory Employers which must place immigrant workers in the companies of the Tuscany Coast Operators involved with the issue of foreign labour. Addressees’ typology Women Men Immigrants Microcompanies (< 10) SMEs Large Enterprises Provinces Universities</p>	Comments
<p>3. Abstract Among the measures addressed to immigrant citizens three Partners jointly defined a plan for the adjustment of the skills of immigrant citizens, planning training, information and multimedia diffusion’s measures They created and implemented the multilingual CD-rom. The informative and training contents were chosen by three work groups: Rights and duties of the workers Use of safety regulations Rights of citizenship</p>	Comments

<p>The groups were coordinated by Legacoop Toscana and also included experts on the subjects The cd-rom was produced in five languages: Italian, English, Spanish, Arabic, French The cooperatives adhering to Legacoop Toscana tested the measure on the workers of the associated companies in the Tuscany Coast. The experts are represented by the designated institutions and public offices, competent trade unions officials Joint planning of the tool: July-December 2005 Definition of intervention scopes: January-March 2006</p>	Comments
<p>3.1 Definition of the measure: The measure is a tool for the adjustment of the skills for a better quality of the professional and social life of the immigrants who decided to live and work in a different country than theirs. The measure is also addressed to the employers to favour the hiring of immigrant workforce and legalization of illegal work The measure allows facilitating the access to knowledge regarding rights and citizenship with a simple and free approach Therefore, it is also tool of social inclusion</p> <p>3.2 Objectives a) Adjusting the knowledge of immigrant workers on the subject of rights and citizenship b) Facilitating the access to knowledge and information of rights to immigrant workers c) Promoting learning of regulations on the subject of rights, reception and contracts by employers</p> <p>3.3 Contents Definition of free multilingual informative tools (also available online) which facilitate the integration processes in the country/context of inclusion</p>	Comments
<p>4. Specific expected results a) Promotion of integration of the immigrant population by means of information on the subject of rights and duties of the country where they decided to live b) Limitation of risks and accidents at the workplace c) Increase of opportunities of integration and active participation to the social and cultural life by the immigrants d) Support to the intercultural integration processes</p>	Comments
<p>5. Institutional levels involved (national, regional, local) and respective functions Ministry of Labour and Welfare: national administration authority Tuscany Region: intermediate administration authority Provincia di Livorno Sviluppo: Project coordinator</p>	Comments
<p>6. Description of the access procedures The informative tools created are freely available to everyone both online and through territorial services</p>	Comments
<p>7. Suppliers Legacoop Toscana</p>	Comments

3.2.4. Study Circles for women prisoners

General information on the measure	
<p>Title of the measure: Groups of study for women prisoners: <i>The measure was implemented within the scope of the C.I. Equal Round II, project “The Knowledge-based Coast”. The project is promoted by Provincia di Livorno Sviluppo within which was provided a testing period of the measure (December 2006-July 2007).</i></p>	
<p>1. Main measure related policies Training policies Demand policies Lifelong learning policies Social policies The women prisoners returning to society after a period of reclusion require suitable professional skills not to remain excluded from the labour market; as a matter of fact, these users add to the risk of social marginalization professional exclusion. Therefore, they need to be guided in courses of social and working inclusion which allow them a full return.</p>	<p>Comments <i>Addressees are particular difficult users to guide to professional courses, with scarce inclination to show constant interest for the topics, often coming from situation of low education level, maladjustment and social marginalization.</i></p>
<p>2. Beneficiaries/Addressees Women prisoners of the prison “Le Sughere” in Livorno Addressees’ typology Women Immigrant women prisoners</p>	
<p>3. Abstract Women are one of the users of the project with more risk of marginalization from the labour market. Through the mediation of the Equal Opportunities Committee, network partners of the project and the Adult Social Services Centre of Livorno, was acknowledged that “Le Sughere” prison had already implemented in the past a programme to involve women prisoners in craft and creative writing courses, with the aim to involve women prisoners in common and professional activities as a supplement procedure to reintegration. The study groups were chosen as a suitable tool for this activity. Short informal study groups were organized, of around 20 hours. The themes of the groups implemented developed within the scope of craftsmanship. An allowance of 2 euros per hour per participant was provided. Planning of the intervention: December 2006 Selection of the candidates: February-June 2007 Groups implementation: September-October 2007</p> <p>3.1 Definition of the measure: The measure of study circles is a tool of skills adjustment and social and working inclusion in the territory.</p>	<p>Comments</p>

<p>3.2 Objectives a) Providing with skills, adequate to the social and working reintegration of the women prisoners living in “Le Sughere” prison, for limited periods of time b) Maintaining active learning and knowledge acquisition during the time in prison c) Maintining adequate the level of competence for the professions already requested in the same prison d) Encouraging an active social role in the reintegration phase within the working and everyday life contexts</p> <p>3.3 Contents Social integration of subjects experiencing disadvantage and risking exclusion, also work exclusion Encouragement to the participation to adult education Adjustment of the skills of subjects risking social and working exclusion with reintegration courses.</p>	Comments
<p>4. Specific expected results a) Limitation of the typical risks of detention (depression, isolation, etc.) b) Development of professionalizing skills, promotion of inclusion in civil life</p>	Comments
<p>5. Institutional levels involved (national, regional, local) and respective functions Ministry of Labour and Welfare: national administration authority Ministry of Justice: national authority prison management Tuscany Region: intermediate administration authority Provincia di Livorno Sviluppo: Project coordinator Provincia di Livorno Sviluppo: PS Leader and actuator</p>	Comments
<p>6. Suppliers Prison “Le Sughere” Study circles tutors Experts Social operators</p>	Comments
B. Tools	
<p>7. Tools of the measure Awareness-raising and information Promotion Cooperation</p>	

3.2.5 Online guidance service for over 50

General information on the measure	
<p>Title of the measure: Online guidance service for over 50 Provincia di Livorno Sviluppo Srl <i>The measure was implemented within the scope of the C.I. Equal Round II, project “The Knowledge-based Coast” in the Tuscany Coast Area. A testing period of the measure on a pilot group was provided (2005-2007).</i></p>	
<p>1. Main measure related policies Social policies Lifelong learning policies Innovation policies Active labour policies The measure considered includes the aforementioned policies, as it provides to facilitate the access, by removing the obstacles of costs, time, distances, of the over 50 to counselling services in the areas of health, work, social life, legislations, which are present in the Tuscany Coast territory. The creation of the information point derives from the stimuli received from the trans-national comparison with the reality of some partner European countries which, complying with the European benchmarks and indicators established by the Lisbon Strategy, adopted specific measures for the over 50 target. As a matter of fact, the information point, within the scope of an integration of the measures, interact with the territorial experience for the over 50 with the project of the Province of Livorno “Livorno: a knowledge province for Seniors at work”, funded with art. 6 of the ESF.</p>	Comments
<p>2. Beneficiaries/addressees of the measure Beneficiaries: Job centres Trade Unions Job consultants USL (Local Health Unit)s: prevention service information points of all the partner provinces of the project ARCI Toscana through a network of voluntary associations Addressees: Workers employed in the sectors in crisis of the Tuscany Coast risking to be marginalized from work because of the inadequacy of the skills which, with aging, risk to aggravate and favour marginalization processes Addressees’ typology Workers Women Men Male and female immigrants</p>	Comments
<p>3. Abstract The measure of the information point is tested as policy learning and transfer of “good practices” (policy transfer) from a European reality to a sub-regional reality which also allowed to implement a model of integration between different projects present in the territorial reality.</p>	Comments

<p>The information point was projected and planned with the partnership of the provinces of Livorno, Pisa, Lucca, Massa Carrara and Grosseto. Proposal of the intervention: July 2006 Planning of the intervention: September 2006 Local planning: October 2006 Presentation to the Livorno partners: November 2006 Presentation and planning with the partners of Pisa, Lucca, Massa Carrara and Grosseto: January 2007 Service planning (contacts formalization, planning and territory reconciliation, etc.): February 2007 Implementation: March 2007</p> <p>3.1 Definition of the measure The measure is implemented within the online counselling for over 50; it allows the users to orientate themselves in the counselling research within the scopes of rights, work, social security and health. Therefore, the measure is a tool which, by means of easy access to counselling for the over 50 of the coast, contains marginalization of a band experiencing disadvantage in the labour market. Furthermore, it is a tool which favours the active participation of the over 50 to the economic, social, cultural life of their own territory.</p> <p>3.2 Objectives Testing the integration between different projects active in the territory Overcoming obstacle/constraints of time, costs, distances and facilitating the access of bands experiencing disadvantage to counselling services on the territory Creating and consolidating a counselling network to which access through a sole information point is provided</p> <p>3.3 Contents Virtual information point whose access is via phone or dedicated e-mail address or toll free number. Operators with guiding skills able to analyse the request of the users and address it to the operators of the competent information points and territorial services.</p>	<p>Comments</p>
<p>4. Specific expected results Greater social inclusion for the over 50 Limitation of the economic, social, cultural, employment problems in the territory of the Tuscany Coast Information and awareness-raising in the territory of the Tuscany Coast on counselling services which contribute to the improvement of working and everyday life contexts Integration among the economic, social, cultural, health services and job centres</p>	<p>Comments</p>
<p>5. Institutional levels involved (national, regional, local) and respective functions Ministry of Labour and Welfare: national administration authority Tuscany Region: intermediate administration authority Provincia di Livorno Sviluppo: Project coordinator</p>	<p>Comments</p>

<p>6. Description of the access procedures The over 50 addressees of the service access through: Telephone communication Dedicated e-mail address Toll free number The operator verifies the requirements of the users against the target of the population receiver of the service When the operator verified the existence of the user's requirements, he then analyzes the request, verifies the scope of competence and addresses the request to the competent territorial service</p>	<p>Comments: <i>Tool through which the operator verifies the user requirements attached</i></p>
<p>7. Suppliers Job centres of Grosseto, Lucca, Livorno, Massa Carrara, Pisa: Operators/experts Tuscany Region: Operators/experts Equal opportunities provincial counsellor: Operators/experts Prevention, health, safety at the workplace departments of the Local Health Units of Massa Carrara Usl 1, Lucca Usl 2, Viareggio Usl 12, Pisa Usl 5, Livorno Usl 6, Grosseto Usl 9: Operators/experts Job consultants: Operators/experts Trade Unions and Institutions for advice and social assistance: CGIL Livorno, Uil Pisa and Livorno Toll free number 800 034224 Dedicated e-mail address: over50@plis.it</p>	<p>Comments</p>
<p>B. Tools</p>	
<p>8. Tools of the measure Mutual Learning Policy Transfer Cooperation planning Information and promotion Communication technologies</p>	

3.2.6 Information on Domotics innovation. Phase I

General information on the measure	
<p>Title of the measure: Information on Domotics innovation. Phase I <i>The measure was implemented within the scope of the C.I. Equal Round II, project "The Knowledge-based Coast". A testing period of the measure on a pilot group was provided (2005- 2007).</i></p>	
<p>1 Main measure related policies Innovation policies Training policies: demand policy Active labour policies</p>	Comments
<p>2 Beneficiaries/addressees of the measure: Employed and self-employed workers, professionals with experience within the scope of plant planning, electrical and thermo-hydraulic installations, construction and information technology Over 18 years of age Residents in the Tuscany Coast Addressees' typology Women Men Microcompanies (< 10) SMEs Public companies (hospitals) Partially owned companies/municipality</p>	Comments <i>In this specific case, the addressees of the measure can be individual companies</i>
<p>3. Abstract Because of the changes of the productive reality of the Tuscany Coast, some sectors are experiencing a period of crisis or are reconverting, therefore, the employed in these sectors need an adequate re-qualification in order to remain in the labour market. The new information technologies are radically changing many of our customs, especially in connection with communication, work and the way of perceiving the house and environment. In such a scenario, domotics and innovation are market realities in great expansion and require, therefore, a high degree of specialization. Domotics is an area of research and technological application whose aim is the automation of domestic plants. It can be the guarantor tool for the development of the involved sectors and, therefore, companies and their workers. Course planning: November 2005-March 2006 Publication of the announcement: April 2006 Contacts with trade associations and associated companies: March-May 2006 Selection of the candidates: May 2006 Class based lessons: June-July 2006 Issuance of attendance certificate: July 2007</p> <p>3.1. Definition of the measure: The measure "guidelines to domotics" is an informative and training tool to promote the transfer of technological innovation to the sectors and companies risking exclusion from the labour market of the Tuscany Coast. The measure provides the funding to a research centre for the learning and application of methods, techniques, tools of the planning of domotics plants in the construction, thermo-hydraulic, electrical and informations technology sectors to the</p>	Comments

<p>employed of sectors in crisis of the Tuscany Coast. Furthermore, it is a tool of adjustment of skills, innovation and re-launch of competitiveness.</p> <p>3.2. Objectives</p> <p>a) Development of a global vision of the sector diffusing the knowledge and experience of the Institute of Information Science and Technology</p> <p>b) Re-qualification of the sector, companies, employed and self-employed workers at high risk of exclusion from the labour market</p> <p>c) Promotion of technological innovation as a tool to increase the competitive potential of companies and workers</p> <p>d) Support to access services finalized to facilitate the autonomy of the otherwise abled</p> <p>3.3 Contents</p> <p>Funding of information, promotion and training activities</p> <p>Covering the planning, management and monitoring costs of the Guideline to Domotics Course organized and managed by the Institute of Information Science and Technology of Pisa</p> <p>Acknowledgement of the skills gained by the addressees of the Guidelines to Domotics Course, with attendance certificate issued by the coordinator of the project, Provincia di Livorno Sviluppo srl.</p>	<p>Comments</p>
<p>4. Specific expected results</p> <p>Acquisition of competences of planning and implementation of IT plants and systems</p> <p>Development of the skills necessary to use domestic plants through a computer, a mobile phone or Internet</p> <p>Setting and implementation of projects of domotics plants contextualized in the sector and company of pertinence</p>	<p>Commenti</p>
<p>5. Institutional levels involved (national, regional, local) and respective functions</p> <p>Ministry of Labour and Welfare: national administration authority</p> <p>Tuscany Region: national administration authority</p> <p>Provincia di Livorno Sviluppo: Project coordinator</p>	<p>Comments</p>
<p>6. Description of the access procedures</p> <p>EU, C.I. Equal, Ministry of Labour, Tuscany Region, Provincia di Livorno Sviluppo, Institute of Information Science and Technology, prepared a public call for applications to promote and favour the access to the course “Guidelines to Domotics and automation”</p> <p>Provincia di Livorno Sviluppo organized seminars and meetings in the Tuscany Coast to promote the measure participation</p> <p>The candidates sent the admission request within the terms provided by the public call for applications</p> <p>The admitted candidates held a motivational interview</p> <p>Provincia di Livorno Sviluppo prepared a list of qualified, published on its own website</p> <p>The high number of admission requests received and the positive outcome of the interviews requested to expand the participation to 40 addressees instead of 20. Therefore, 2 courses of “Guidelines to Domotics” were organized.</p>	<p>Comments</p>

<p>7. Suppliers Institute of Information Science and Technology “A. Faedo” in Pisa: Actuator body Territorial network: trade associations, trade unions, companies, self-employed workers of the Tuscany Coast</p>	<p>Comments</p>
<p>B. Tools</p>	
<p>8. Tools of the measure a) Integration among research centres, companies and institutions b) Information and awareness-raising in the territory on new technologies c) Acknowledgement of acquired skills d) Economic support to the training for companies and research centres</p>	

3.2.7 Pocket learning. Tools for individual training

General information on the measure	
<p>Title of the measure: Pocket learning. Tools for individual training <i>The measure was implemented within the C.I. Equal Round II, project “The Knowledge-based Coast”, in the area of the Tuscany Coast. A testing period of the project duration was provided (2005-2007).</i></p>	
<p>1. Main measure related policies Active labour policies Training policies: demand policy Innovation policies Lifelong learning policies The measure provides that the addressees acquire a personal baggage of skills necessary to work and live in an active way in the Knowledge Based Society; therefore the theoretic assumptions of the training courses derive from the EES guidelines, lifelong learning strategy, adaptability and investment in human resources, together with the personalization of the measures to favour maximum effectiveness. Furthermore, the new Pact for Labour of the Tuscany Region insists on the qualification of human resources and on the quality of the intervention to re-launch competitiveness.</p>	Comments
<p>2. Beneficiaries/addressees of the measure: Addressees Workers at high risk of expulsion from the labour market in the Tuscany Coast for the following reasons: Obsolete competences Very flexible contracts Over 40 with fixed-term employment contract Employed in small to medium companies associated with CNA Livorno, API Toscana Livorno, Confindustria Livorno, CSP-UIL Livorno, CGIL Livorno, CNA Pisa, CISL Pisa, UIL Pisa, API Toscana Pisa, Casartigiani, Confartigianato Pisa, Municipality of Pontedera, CNA Lucca, Comunità Montana Alta Versilia, So.ge.sa 2000 Lucca, CCIAA di Massa Carrara, Confimpresa Massa Carrara, Confcommercio Massa Carrara, Confcooperative Massa Carrara, Coldiretti Massa Carrara, Coldiretti Grosseto, C.O.A.P. of Grosseto Chamber of Commerce, Provincial Association of Farmers in Grosseto, Italian Confederation of Farmers in Grosseto. Addressees’ typology Women Men Microcompanies < 10 SMEs Large Enterprises</p>	Comments

<p>3. Abstract Educational activities for sectors of the labour market: January-June 2006 Analyses of the needs for province: July2006-February 2007 Preparation of training plans: July2006-March 2007 Implementation of individual training packages: Sep 2006-Dec. 2007 The trade associations indicated to the provinces the companies which take part to the test and the companies indicated the workers of the sectors in crisis which require re-qualification.</p>	Comments
<p>Then, the companies together with the partner trade associations and the coordination of the reference provinces, individuated the training course and the expert/s to implement the training to each individual worker.</p> <p>3.1 Definition of the measure: The pocket learning measure is a tool which provides the funding of the individual training packages able to support the re-qualification of the skills of the workers of each company of the sectors at risk of the Tuscany Coast. The learning packages are created together with the project coordinator, companies, trade associations and workers.</p> <p>3.2 Objectives Guaranteeing measures to support the re-qualification of workers employed in the company divisions “at risk” of the sectors individuated, at high risk of expulsion from the labour market. The companies co-fund the training interventions by paying the work cost of the employees participating in the training.</p> <p>3.3 Contents The pocket learning provides the funding of individual training by means of two modalities: 1. Individual coaching effectuated in the company by experts on the subject of skills which must be acquired by the workers 2. Participation of the workers in external training courses which guarantee the acquisition of the necessary skills</p>	Comments
<p>4. Specific expected results At the termination of the measure testing, the workers will have gained their skills to remain competitive in the labour market and be able to change or improve their working position with career promotions or consolidations, changes or contractual regularisations (for example atypical workers). Containing the risk of expulsion or marginalization from the labour market. Reinforcing the workers professionalism Re-launching the competitiveness of the companies of the sectors in question</p>	Comments
<p>5. Institutional levels involved (national, regional, local) and respective functions Ministry of Labour and Welfare: national administration authority Tuscany Region: intermediate administration authority Provincia di Livorno Sviluppo: Project coordinator Province of Livorno: partner Province of Pisa: partner Province of Lucca: partner Province of Massa Carrara: partner Province of Grosseto: partner</p>	Comments

<p>6. Description of the access procedures The beneficiaries and addressees of the measure had access through: The promotion and information effectuated by the provinces within the scope of their respective involved sectors. The activities were implemented through: Telephone contact Informative seminars implemented by the partner trade associations addressed to the associated companies and workers</p>	<p>Comments</p>
<p>7. Suppliers CGIL Toscana Lega Cooperative Toscana ARCI Toscana (Florence) CNR-ISTI Confindustria Livorno API Toscana Livorno CNA Livorno CSP-UIL Livorno CGIL Livorno CNA Pisa CISL Pisa UIL Pisa API Toscana Pisa Casartigiani Confartigianato Pisa Municipality of Pontedera CNA Lucca Comunità Montana Alta Versilia So.ge.sa 2000 Lucca Chamber of Commerce of Massa Carrara Confimpresa Massa Carrara Confcommercio Massa Carra Confcooperative Massa Carrara Coldiretti Grosseto C.O.A.P. of Grosseto Chamber of Commerce Provincial Association of Farmers in Grosseto Italian Confederation of Farmers in Grosseto</p>	<p>Comments</p>
<p>B. Tools</p>	
<p>8. Tools of the measure Seminars of promotion and information on the measure adopted Intermediation among trade associations, companies and workers Analysis of the needs of companies and workers Coaching Training external to the company</p>	

3.2.8 Information for immigrants and entrepreneurs who want to hire immigrants

General information on the measure	
<p>Title of the measure: Information for immigrants and entrepreneurs who want to hire immigrants <i>The measure was implemented within the scope of the C.I. Equal Round II, project “The Knowledge-based Coast” in the Province of Grosseto. A testing period of the measure was provided (2005- 2007).</i></p>	
<p>1. Main measure related policies Active labour policies Social policies Equal opportunities policies Training policies: demand policy Integration policies The measure supports and promotes the placement and replacement of immigrants in situation of employment emergency, also women and job returners, in order to legalize illegal work.</p>	Comments
<p>2. Beneficiaries/addressees of the measure Beneficiaries Province of Grosseto: Job centres Addressees of the measure Immigrant workers, also women, looking for a job, who intend to replace themselves or are at risk of exclusion from the labour market and sectors of the territory of the province of Grosseto. Employers which must place immigrant workers in the companies of the Province of Grosseto.</p>	Comments
<p>3. Abstract The measure adopted provides 48 hours of guidance per month for a total of 12 months (576 total hours). The guidance service for companies of Grosseto job centre conducted an analysis on the employment and training needs of the companies where the measure for immigrants and employers who must place immigrant workers was promoted. One of the objectives of the analysis was to gauge the perception of the employers of the importance of immigrant workforce. 68% (67 out of 99) of contacted companies recognized as important the contribution of immigrant labour to satisfy their work demand. The companies involved in the survey belong for 60% to the Agricultural, Craftwork and Industry sector, 30% to Tourism and the rest to Services and Trade. The companies have a continuous relation with the technical counsellor/intercultural mediator.</p>	Comments

<p>Effectuated activities: Immigrants emergency reception centre Implementation of a linguistic facilitator for Macedonian, Kosovar, Albanian Activities of accompanying to the workplace to facilitate the working inclusion Support with the communication with foreign users for first level interviews, compulsory education, pre-selection, Law 181, information on activities of professional training Network activities in the territory with social services, trade associations, companies and social companies, information points for immigrants, single information points of police headquarters Network activities with the police headquarters and the anti-violence centre for the most complex cases Telephone numbers, set-up of contact registers for users, filing of the documentation.</p> <p>3.1 Definition of the measure: The measure is an informative tool to inform and guide the immigrants workers, employers who hire them, especially it promotes cultural-linguistic mediation services, reception centres and information on problems concerning work and citizenship of foreigners in Italy</p> <p>3.2 Objectives Facilitating the access of immigrants to informative sources on the local market. Increasing active employment and self-employment job hunting by immigrants Promoting an active role of the immigrants in job hunting and contact with companies Promoting employers to place immigrant workers through the knowledge of hiring procedures</p> <p>3.3 Contents Free informative services on cultural-linguistic mediation for immigrant workers and employers who hire them Development of an established and evolved counselling offer, within the scope of the labour market Tools of supply and demand match among immigrant workers Training of new counselling figures, with competences in cultural integration management in the labour market Accompaniment to the inclusion of immigrant workers within the working context</p>	<p>Comments</p>
<p>4. Specific expected results Development of a cooperative model between Province and territorial supporting Network Enhancement of information services for immigrants to be implemented by the information points of the Grosseto job centre Enhancement of information services for immigrant women to be implemented by the five information points of the job centre throughout the provincial territory and creation of educational and guidance informative material Activity of communication and promotion for the enhancement of the implemented services</p>	<p>Comments</p>

<p>5. Institutional levels involved (national, regional, local) and respective functions Ministry of Labour and Welfare: national administration authority Tuscany Region: national administration authority Provincia di Livorno Sviluppo: project coordinator Province of Grosseto: actuator partner and budget holder</p>	<p>Comments</p>
<p>6. Description of the access procedures The addressees has access to the service free of charge within the job centres</p>	<p>Comments</p>
<p>7. Suppliers Job centres First-level counsellors of job centres information points Cultural mediators</p>	
<p>B. Tools</p>	
<p>8. Tools of the measure Promotion Information Website of the Province of Grosseto Multimedia materials Demonstrational and promotional events The publication of the project will be closely linked to the global guidance proposal of the Province of Grosseto, through the people who already collaborate with job centres or within the scope of the informative and training offer in the territory.</p>	

3.2.9 Integrated outplacement services for women

General information on the measure	
<p>Title of the measure: Integrated outplacement services for women <i>The measure was implemented within the C.I. Equal Round II, project “The Knowledge-based Coast”, by the Province of Grosseto. A testing period of the measure on a women pilot group was provided (2005-2007).</i></p>	
<p>1. Main measure related policies Active labour policies Training policies Equal opportunities policies</p>	Comments
<p>2. Beneficiaries/addressees of the measure Beneficiaries Province of Grosseto Addressees Women expelled from the labour market that intend to re-qualify themselves for re-inclusion Women at risk of expulsion from the labour market</p>	Comments
<p>3. Abstract The measure was created and implemented by the Province of Grosseto in cooperation with the Job Service and Job Centres of the territory. Within the job centres, the information points operators gave information to women users that accessed through an initial interview, on the implementation of the outplacement measure. The women who showed interest were received by the outplacement counsellor. The outplacement counsellor then met the group of women individually and implemented individual outplacement courses. The outplacement course was defined in the following way: Guidance and analysis of the initial situation How to tackle the labour market Coaching for the acquisition of methods and techniques for active job hunting</p> <p>3.1 Definition of the measure This measure is a guidance and re-guidance tool for women over 40 at high risk of expulsion from the labour market, therefore, of social marginalization. It is also a tool of facilitation of active job hunting.</p> <p>3.2 Objectives Providing methods and techniques of skills self-evaluation Providing methods and techniques for the market, sectors and companies' knowledge. Contributing to the creation of a flexible and adaptable mentality for the management of changes</p> <p>3.3 Contents Skills adaptability Social and working integration Competences necessary to remain in the labour market Equal opportunities Active citizenship</p>	Comments

<p>4. Specific expected results Access and permanence in adult training for women over 40 expelled or at risk of expulsion from the labour market of the Province of Grosseto. Access and permanence of women over 40 expelled or at risk of expulsion from the labour market.</p>	<p>Comments</p>
<p>5. Institutional levels involved (national, regional, local) and respective functions Ministry of Labour and Welfare: national administration authority Tuscany Region: intermediate administration authority Provincia di Livorno Sviluppo: project coordinator Province of Grosseto: actuator partner</p>	<p>Comments</p>
<p>6. Description of the access procedures The integrated outplacement service for women is a free service addressed to all women users of job centres of the Province of Grosseto, having the characteristics of the addressees of the measure.</p>	<p>Comments</p>
<p>7. Suppliers Job centres of the Province of Grosseto Information points operators Outplacement counsellors (psychologist)</p>	
<p>B. Tools</p>	
<p>8. Tools of the measure Counselling Guidance Information Training</p>	

3.2.10 Guidelines for the constitution of local partnerships

General information on the measure	
<p>Title of the measure: Guidelines for the constitution of a local partnership <i>The measure was implemented within the C.I. Equal Round II, project “The Knowledge-based Coast”, by the Province of Massa. A testing period of the measure was provided (2004-2007).</i></p>	
<p>1. Main measure related policies Active labour policies Innovation policies Training policies</p>	Comments
<p>2. Beneficiaries/addressees of the measure Province of Massa Carrara: Municipality of Massa Carrara and Montignoso Lunigiana Mountain Community USL 1 (Local Health Unit) of Massa Carrara Prison of Massa Carrara Protected Groups’ Associations Equal opportunities counsellor Equal opportunities committee Entrepreneurs Association API Toscana CNA Confcooperative Coldiretti Confesercenti Confcommercio CISL CGIL UIL</p>	Comments
<p>3. Abstract Attention is given to the integration between active labour policies and local development with the aim to favour a re-launch of competitiveness in the territory, following the New Pact for Labour of the Tuscany Region, engaged in the challenge of human resources’ qualification. Following the adhesion of the Province of Massa Carrara to The Knowledge Based Coast project (Community Initiative Equal Phase II) and the following necessity to constitute the local partnership and territorial support Network, was created and implemented a plan of meetings with possible interlocutors in the territory finalized to the constitution of a participated and cooperative partnership. A factfile was prepared on the wished partnership model to potential partners and network subjects on the basis that communication and following sharing of the cooperation model were activated. The Tripartite was involved.</p>	Comments

<p>3.1 Definition of the measure The implemented measure promotes the constitution of partnerships which require the re-qualification of the role of trade and employers' associations operating on the reference territory. As a matter of fact, it favours the performance of a "strategic" role, of participation to a decision compared to a traditional role as "beneficiaries" and "intermediaries" among institutions, companies and workers for the implementation of measures in their favour.</p> <p>3.2 Objectives Constitution of a local partnership which includes a representation of employers' associations as quality interlocutors in the processes of address and decision. Identification of a scope within the own social-economic context which requires a re-launch of competition in its totality. Constitution of a project support Network constituted by subjects interested in sharing the experience of a new model of local partnership.</p> <p>3.3 Contents Promotion and implementation of innovative models of local partnership Implementation of cooperative models in the decision processes within the scope of local partnerships. Re-qualification of the roles of partners and subjects of the local support Network within the scope of local partnerships.</p>	<p>Commenti</p>
<p>4. Specific expected results Constitution and consolidation of a local partnership, highly representative of the needs of the social-economical tissue for the territory of the Province of Massa Carrara. Definition of a territorial planning procedure through participation and interinstitutional models. Integration of the tested procedures to the planning processes of the local government.</p>	<p>Commenti</p>
<p>5. Institutional levels involved (national, regional, local) and respective functions Ministry of Labour and Welfare: national administration authority Tuscany Region: intermediate administration authority Provincia di Livorno Sviluppo: project coordinator Provincia di Livorno Sviluppo: actuator Province of Pisa: active partner Province of Massa Carrara: active partner</p>	<p>Commenti</p>
<p>6. Suppliers Chamber of Commerce of Massa Carrara For the implementation of the measure it was not necessary to involve any supplier's typology external to the local partnership.</p>	
<p>B. Tools</p>	
<p>7. Tools of the measure Information Structured work group dedicated to the project Promotion</p>	

3.2.11 Training to favour the legalization of illegal work

General information on the measure	
<p>Title of the measure: Training to favour the legalization of illegal work <i>The measure was implemented within the scope of the C.I. Equal Round II, project "The Knowledge-based Coast", by the Province of Massa Carrara. A testing period of the measure on a pilot group was provided (2006-2007).</i></p>	
<p>1. Main measure related policies Active labour policies Social policies Training policies Integration policies On the occasion of the informal Council of employment and social policies held in Varese in July 2003, the engagement of the Commission was confirmed on the matter of illegal work, encountering a general consensus on the importance of this problem both for European competitiveness and its social cohesion.</p>	<p>Comments <i>In the Decision of the 22nd of July of the European Council, relative to the policy guidelines for the Member States, the issue of illegal work was included in the lines of action for the preparation of the European policies in the field of employment and National Action Plans (NAP). The Member States engaged to "develop and implement actions and measures to eliminate illegal work".</i></p>
<p>2. Beneficiaries/addressees of the measure Beneficiaries Trade associations Trade unions Institutions for Advice and Social Assistance Job centres Addressees Operators of the information points of the bodies designated for the functions of information, guidance and mediation within the labour market. Single citizens interested in the themes of illegal work.</p>	<p>Comments</p>
<p>3. Abstract The measure was implemented through a course modulated in Capitalizable Formative Units relatively to the following contents: Typology and structure of illegal work Development of legalization policies and measures Relations and negotiations</p>	<p>Comments</p>

<p>The course took place in the period February–April 2007 The participants were involved in sessions which provided the participation for two days a week</p> <p>3.1 Definition of the measure The measure favours and facilitates the legalization of illegal work, integrating to the measure of the other actions implemented within the scope of active labour policies intervening in structural factors of illegal work. As a matter of fact, the measure contributes to make the human resources factor competitive and qualified, favouring the diffusion of a culture of work and work relation correct and simplified both for workers and companies.</p> <p>3.2 Objectives Involving and giving responsibility to all actors, starting from the social partners operating on the territory of the Province of Massa Carrara, for the definition of strategies to fight illegal work Activating and formalizing inter-institutional cooperation systems among the different authorities in the tax and employment sector, at a central, regional and local level Favouring the legalization of illegal work in the provincial area of Massa Carrara Promoting legality and transparency in the labour market</p> <p>3.3 Contents Development of competences for the operators of the information points operating in the labour market sector Qualification of the demand within the scope of labour rights Qualification of the offer within the scope of duties Facilitation of the legalization of illegal work</p>	<p>Comments</p>
<p>4. Specific expected results Implementation of a tax and security relief system for employers and workers participating in the legalization programme. Defining a progressive legalization procedure focused on the presentation of an individual plan by the interested employer and targeted to a general legalization of the entrepreneurial activity exercised.</p>	<p>Comments</p>
<p>5. Institutional levels involved (national, regional, local) and respective functions Ministry of Labour and Welfare: national administration authority Tuscany Region: intermediate administration authority Provincia di Livorno Sviluppo: project coordinator Province of Massa Carrara: actuator body</p>	<p>Comments Law no. 383, 18/10/2001; Single Judge no. 248, 24/10/2001</p>
<p>6. Description of the access procedures For the implementation of the project Provincia di Livorno Sviluppo and Euroform, a company owned by Confcommercio of Massa Carrara, prepared a public call for applications for the access to the training course “favouring the legalization of illegal work”. The call for applications was addressed to the operators of the information points and to all citizens of the Province of Massa Carrara interested in the topic. The call for applications provided the participation of 15 subjects. Entry requirements: Over 18, high school degree and/or professional experience within the scope of the themes of the course. A selection was provided if the applications were more than 15. The integration with the measure “Conciliation Voucher” for a maximum fund of Euro 750 per person was provided.</p>	<p>Comments L.845/78 Law 845/78 Framework law in professional training, Single Judge no. 362, 30/12/1978 Regional Law 32/02</p>

<p>Attendance was compulsory and free of charge. A final certification, an attendance certificate valid nationally and in Europe was provided.</p>	
<p>7. Suppliers Confcommercio of Massa Carrara: Euroform Teachers Tutors Operators of the labour market</p>	
<p>B. Tools</p>	
<p>8. Tools of the measure Activities of dissemination, divulgation, advertising and diffusion of methodologies and results Channels and networks of subjects directly and indirectly involved in the intervention: regional and provincial bulletins, associations' newspapers, internet websites Local press with further tools for the promotion and implementation of the measure in the territory.</p>	

3.2.12 Literacy to the management procedures of international partnerships

General information on the measure	
<p>Title of the measure: Literacy to the management procedures of international partnerships. <i>The measure was implemented within the C.I. Equal Round II, project “The Knowledge-based Coast”, Action 2, promoted by Provincia di Livorno Sviluppo. The testing period of the measure concerned the whole duration of the project (2005-2007).</i></p>	
<p>1. Main measure related policies Social policies Training policies Integration policies All partners acknowledge the primary importance of transferring to transnational partners of the project, which are new member states of the European Union, good practices for the effective management of relations and interaction within international partnerships.</p>	Comments
<p>2. Beneficiaries/addressees of the measure Beneficiaries Institutions of partner countries involved in the Coast Regada agreement (Romania, Hungary, Spain) Public and private institutes and agencies for training and vocational guidance and chamber of commerce Addressees Staff and operators representatives of the institutions and training and vocational guidance agencies and chamber of commerce.</p>	Comments
<p>3. Abstract Provincia di Livorno Sviluppo consulted the C.I. Equal database for research; identified the partners with similar projects; contacted via e-mail and phone the identified partners; the meetings held in the respective countries lead to the preparation of the Transnational Cooperation Agreement (TCA). Therefore, the implementation of the measures provided the implementation of informative and training interventions jointly defined and implemented through the following course of action: Transnational coordination: Four meetings to define and share the TCA global strategy Italy: November 2005 Hungary: May 2006 Spain: March 2007 Hungary: October 2007 Study visit These are exchange visits, general or bilateral that involve the managerial staff of the transnational coordination, training operators, beneficiaries and policy makers. Products Research, studies, methodological guides, modules and training, publications which include the result of the project and a final monitoring report were realized.</p>	Comments

<p>Sharing activities Within this scope conferences, products, brochures, translations, website implementation and diffusion of information through press, press conferences and local media were organized. A final conference will be organized for the presentation of the products of the project and dissemination of the results (October 2007). Staff activities Administrative, self-evaluation, exchange of good practices 3.1 Definition of the measure Through the transfer of good practices in the new member states of the European Union, the measure promotes the active and effective participation within the scope of international partnerships, as well as the development of planning and programming models and methodologies for transnational actions. Through its implementation the basis for the creation of a consolidated and stable international Network that can continue to operate even after the ending of the project is created. 3.2 Objectives a) Favours the exchange of information, experiences and good practices on the subject of partnership's management b) Sharing models, methods and tools common among the experiences of the different national contexts c) Reinforcing the project management and achievement of the common objectives of fight against gender and cultural discrimination 3.3 Contents Funding the exchange of information, experiences and good practices on the subject of partnership's management Production of tools to favour and facilitate the realization of the activities provided by the implementation of the measure</p>	<p>Comments</p>
<p>4. Specific expected results Constitution of an effective Network of partners, able to give continuation to the cooperative model created within the scope of the TCA Coast Regada with the aim to reach the continuation of the shared activities also after the conclusion of the project.</p>	<p>Comments</p>
<p>5. Institutional levels involved (national, regional, local) and respective functions Ministry of Labour: national administration authority Tuscany Region: intermediate administration authority Provincia di Livorno Sviluppo: project coordinator Provincia di Livorno Sviluppo: DP leader and actuator</p>	<p>Comments</p>
<p>6. Suppliers - Programmers and system analysts for the creation of a dedicated website - Employees of the involved institutions and organizations - Graphic designers - Project designers - Translators</p>	
<p>7. Tools of the measure Visits Promotion Information Virtual network</p>	

3.2.13 “Getting on” tools of motivational communication in favour of small enterprises and employed workers

General information on the measure	
<p>Title of the measure: “Getting on” tools of motivational communication in favour of small enterprises and employed workers. <i>The measure was implemented within the scope of the C.I. Equal Round II, project “The Knowledge-based Coast”, promoted by the Province of Pisa.</i></p>	
<p>1. Main measure related policies Active labour policies Innovation policies</p>	Comments
<p>2. Beneficiaries/addressees of the measure Beneficiaries Local partners of the project Active subjects in the territorial support Network Addressees Entrepreneurs and workers of the provincial area of Pisa</p>	Comments
<p>3. Abstract Definition of the guidelines for the implementation of a communication plan on the results of the impact evaluation of the measures and training interventions implemented in the project of the Province of Pisa destined to motivate and involve the companies and workers of this project in future initiatives, promoting the development and competitiveness of the social and economic tissue of the Province of Pisa. Identification of the target of the communication plan: sectors, small companies, employed workers, young workers recently inserted in the labour market Identification of the communication channels Identification of the most effective communication tools Implementation of the defined communication plan Implementation of technical-political workshops finalized to the confrontation between policy makers and experts</p> <p>3.1 Definition of the measure The implemented measure contributes to promote the motivation to the adult education investment both by the companies and occupied workers independently from possible contingencies, deriving from the risks of exclusion from the labour market.</p> <p>3.2 Objectives Consolidating the propension to fund companies’ training on the basis of the results obtained by the training activities occurring in the territory Creating an effect of “positive contamination” which activates from the experience of those companies and workers investing in adult education Promotion of funding in adult education</p> <p>3.3 Contents Diffusion of the results of training re-qualifying activities/interventions Sharing of problems common to small companies, workers who are employed and possible solutions implemented through adult education Exchange of experiences and knowledge among sectors, companies and workers</p>	Comments

<p>4. Specific expected results Implementation of new communicative models on the basis of the results of the impact evaluation of measures and interventions performed within fixed-term projects. Integration of the new communicative models within the scope of the functions of external communication of institutions and subjects operating within the scope of the labour market in the territory of the Province of Pisa.</p>	<p>Comments</p>
<p>5. Institutional levels involved (national, regional, local) and respective functions Ministry of Labour and Welfare: national administration authority Tuscany Region: intermediate administration authority Provincia di Livorno Sviluppo: project coordinator Province of Pisa: actuator Municipality of Pontedera: local coordinator</p>	<p>Comments</p>
<p>6. Suppliers CGIL CISL UIL CNA Confartigianato API Casartigiani Equal Opportunities Provincial Councillor</p>	
<p>B. Tools</p>	
<p>7. Tools of the measure Information Promotion</p>	

3.2.14 Guidelines for the active participation in local partnerships

General information on the measure	
<p>Title of the measure: Guidelines for the active participation in local partnerships. <i>The measure was implemented within the C.I. Equal Round II, project “The Knowledge-based Coast”, by the Province of Pisa. A testing period of the measure was provided (2005-2007).</i></p>	
<p>1. Main measure related policies Innovation policies Active labour policies Social policies Equal opportunities policies Training policies</p>	Comments
<p>2. Beneficiaries/addressees of the measure Province of Pisa Vocational Training Service of the province of Pisa CISL UIL API Confartigianato Municipality of Pontedera CNA Casartigiani Equal Opportunities Provincial Councilor</p>	Comments
<p>3. Abstract The partners signed an agreement through which they undertake to be a point of observation and proposition to individuate the necessary updating and re-qualification areas, to prevent professional and skills’ obsolescence and support the companies through a series of meetings where the model of cooperative partnership was shared</p> <p>3.1 Definition of the measure The measure implemented is a tool which favours, through new models of territorial governance, the highest adherence of the activities and interventions in favour of the competitiveness of the social-economic tissue of the territory, to the characteristics and needs of companies and workers</p> <p>3.2 Objectives Constituting a cooperative partnership which includes subjects active in the territory operating in the adaptability area Constituting the basis for new modalities of programming and policy making in the territory of the Province of Pisa</p> <p>3.3 Contents Promotion and implementation of innovative models of local partnership Implementation of cooperative models in the decision processes Re-qualification of the roles of partners and subjects of the local support Network within the scope of local partnerships</p>	Comments

<p>4. Specific expected results Constitution and consolidation of a local partnership highly representative of the needs of the social-economical tissue of the territory of the Province of Massa Carrara. Definition of a territorial planning inter-institutional procedure, which can be integrated to the ordinary programming processes</p>	<p>Comments</p>
<p>5. Institutional levels involved (national, regional, local) and respective functions Ministry of Labour: national administration authority Tuscany Region: intermediate administration authority Provincia di Livorno Sviluppo: project coordinator Province of Pisa: project partner</p>	<p>Comments</p>
<p>6. Description of the access procedures Identification of potential partners and subjects of the territorial support Network which are representative of: the capillarity of the distribution of small companies in the territory of the Province of Pisa the territorial economy Identification of potential network partners among those already operating in institutional roles in the local planning</p>	<p>Comments</p>
<p>7. Suppliers Trade associations Trade Unions</p>	
<p>B. Tools</p>	
<p>8. Tools of the measure Information and awareness-raising to the new partnership model Promotion of the cooperative model for communication and management of decision-making</p>	

3.2.15 Pocket learning. Tools for individual training

General information on the measure	
<p>Title of the measure: Pocket Learning. Tools for individual training <i>The measure was implemented within the C.I. Equal Round II, project “The Knowledge-based Coast”, in the provincial area of Pisa. The testing period of the measure covered the whole duration of the project (2005-2007).</i></p>	
<p>1. Main measure related policies Active labour policies Training policies: demand policy Innovation policies Lifelong learning policies The measure provides that the addressees acquire a personal baggage of skills necessary to work and live in an active way in the current Knowledge Based Society; therefore, the theoretic assumptions of the training courses derive from the EES guidelines, lifelong learning strategy, adaptability and investment in human resources, together with the personalization of the measures to favour maximum effectiveness. Furthermore, the new Pact for Labour of the Tuscany Region insists on the qualification of the human resources and on the quality of the intervention to relaunch competitiveness.</p>	Comments
<p>2. Beneficiaries/addressees of the measure Addressees Workers at high risk of expulsion from the labour market in the Tuscany Coast for the following reasons: Obsolete competences Very flexible contracts Over 40 with fixed-term employment contracts Employed in small to medium companies associated with CNA, API Pisa, Confapi, API Toscana, Casartigiani, Confartigianato, Municipality of Valdera. Addressees’ typology Women Men Over 50</p>	Comments
<p>3. Abstract Enhancement of some sectors of the labour market Analysis of the needs of each province Preparation of training plans Implementation of individual training packages The trade associations indicated to the provinces, the companies which could take part in the test, while the companies indicated the workers of the sectors in crisis which required re-qualification. Then, the companies together with the partner trade associations and the coordination of the reference provinces, individuated the training course and the expert/s to implement the training programme for each individual worker.</p> <p>3.1 Definition of the measure: The pocket learning measure is a tool which provides the funding of individual training packages able to support the re-qualification of the skills of the workers for each company of the sectors at risk in the Tuscany Coast.</p>	Comments

<p>The learning packages are created by the project coordinator, the Province of Pisa, companies, trade associations and workers.</p> <p>3.2 Objectives Guaranteeing measures to support the re-qualification of the workers employed in the company divisions “at risk”, at high risk of expulsion from the labour market The companies co-fund the training interventions by paying the work cost of the employees participating in the training.</p> <p>3.3 Contents The pocket learning provides the funding of individual training by means of two modalities: Individual coaching effectuated in the company by experts on the subject of skills which must be acquired by the worker Participation of the worker to external training courses which guarantee the acquisition of the necessary skills</p>	<p>Comments</p>
<p>4. Specific expected results</p> <p>a) At the termination of the test of the measure the workers will have gained their skills to remain competitive in the labour market by changing or improving their working position with career promotions or consolidations, changes or contractual regularizations (for example atypical workers). Furthermore, they will be provided with an self-updatable portfolio of competences both in the current occupation and in another future working position</p> <p>b) Containing the risk of expulsion or marginalization from the labour market</p> <p>c) Reinforcing the professionalism of the workers</p> <p>d) Re-launching the competitiveness of the companies of the involved sectors</p>	<p>Comments</p>
<p>5. Institutional levels involved (national, regional, local) and respective functions Ministry of Labour and Welfare: national administration authority Tuscany Region: intermediate administration authority Provincia di Livorno Sviluppo: project coordinator Province of Pisa: actuator body Municipality of Valdera: coordination in the territory</p>	<p>Comments</p>
<p>6. Description of the access procedures The beneficiaries and addressees of the measure, in the territory of Pisa had access through: The promotion and information effectuated by the Province of Pisa within the scope of the involved sectors. The activities were implemented through: Telephone contact Informative seminars implemented by CNA addressed to associated companies and workers</p>	<p>Comments</p>
<p>7. Suppliers Local active partners holder of the budget: local mediators CNA, API Pisa, Confapi, Casartigiani, Confartigianato Experts who managed the coaching activated in the companies Training centres in the national territory which offered courses external to the companies</p>	
<p>B. Tools</p>	
<p>8. Tools of the measure Analysis of the needs of companies and workers Coaching Training external to the company</p>	

3.2.16 Identification of the crisis factors shared by companies of the same sector

General information on the measure	
<p>Title of the measure: Identification of the crisis factors shared by companies of the same sector. <i>The measure was implemented within the C.I. Equal Round II, project "The Knowledge-based Coast", by the Province of Lucca in the period July 2006-September 2007.</i></p>	
<p>1. Main measure related policies Active labour policies Training policies Innovation policies</p>	Comments
<p>2. Beneficiaries/addressees of the measure Beneficiaries Province of Lucca Addressees Both small family businesses and industrial companies in the marble sector of Lucca</p>	Comments <i>The companies often coincide with the workers. The marble sector in the Province of Lucca is characterized by a capillary network of artisans micro-companies</i>
<p>3. Abstract 3.1 Definition of the measure The measure is a tool which supports and promotes the diffusion of new models of territorial partnerships and the cooperation among public and private subjects and research institutes. The measure facilitates and supports the consolidation of participative models and procedures which involve companies, institutions and politicians in the gauging of the demand of competence (both by the companies and workers there employed) and in the consequent programming of policies and interventions for the employability in the territory coherent to the demand gauged. 3.2. Objectives Reinforcing the measure aimed at identifying weak groups of workers at risk of expulsion in the micro-macro companies of the marble sector. 3.3. Contents Gauging and monitoring of the companies crisis factor in the marble sector. Interventions in favour of the adaptability of micro and macro companies in the marble sector. Gauging and monitoring of the crisis factor of employed workers in the micro and macro companies of the marble sector. Interventions in favour of the adaptability of the workers employed in the sector.</p>	Comments <i>The marble sector in the Province of Lucca is characterized by a high homogeneity of the employed: There is no presence of women nor otherwise abled There is no atypical work</i>

<p>4. Specific expected results Gauging and monitoring of the companies' crisis factor in the marble sector Definition of a monitoring system of the identified crisis factors, through the constitution of control groups for the impact evaluation of possible interventions aimed at removing the crisis factors Creation of a database of the companies at risk of expulsion from the marble sector Creation of a territorial partnership among companies of the marble sector, institutions and research institutes which can consolidate the permanence also after the testing of the measure within the scope of the C.I. Equal Round II, project "The Knowledge-based Coast"</p>	<p>Comments</p>
<p>5. Institutional levels involved (national, regional, local) and respective functions Ministry of Labour and Welfare: national administration authority Tuscany Region: intermediate administration authority Provincia di Livorno Sviluppo: project coordinator Province of Lucca: actuator partner</p>	<p>Comments</p>
<p>6. Suppliers The measure was implemented by the Province of Lucca that used internal premises, equipment and staff. Experts/researchers were externally selected and employed directly by the provincial administration</p>	
<p>B. Tools</p>	
<p>7. Tools of the measure Information Training Promotion</p>	

3.2.17 Information on new energy sources

General information on the measure	
<p>Title of the measure: Information on new energy sources. <i>The measure was implemented within the scope of the C.I. Equal Round II, project “The Knowledge-based Coast”. The measure was implemented in the Province of Massa Carrara. A testing period of the measure on a pilot group was provided (2006-2007).</i></p>	
<p>1. Main measure related policies Active labour policies Innovation policies Training policies Lifelong learning policies Agricultural policies The agricultural company, as agriculture, must stay up to date. Therefore, it is necessary to promote and diffuse the new common agricultural policy (CAP) and the model of multifunctional agricultural company, representing the future of the sector.</p>	Comments
<p>2. Beneficiaries/addressees of the measure Beneficiaries Coldiretti of Massa Carrara, Iripa (Training body of Coldiretti), Regional institute for promotional measures in the field of agriculture Addressees Agricultural operators employed in the agricultural companies of the interested territory, agricultural companies of the territory, all citizens interested in the acquisition of knowledge in the sector</p>	Comments
<p>3. Abstract Organization of five seminars on “new energies in agriculture” managed by Coldiretti and Iripa Implementation of seminars in the territory of the province: Massa, Aulla, Fivizzano, Pontremoli Implementation of companies’ internships to conclude the seminar initiatives in order to verify the implementation of new energy sources in the context of the companies of the territory which implemented biomass plants 3.1 Definition of the measure The implemented measure is a tool to increase and favour investments in innovative technologies of the agricultural sector, especially in alternative energy sources which guarantee a sustainable development in the sector 3.2 Objectives Adjusting the competences of the workers employed in the companies of the agricultural sector of the province of Massa Carrara to the new productive models and new energy sources Favouring the adjustment of the agricultural companies, in terms of organization processes Increasing the competitiveness of the agricultural sector of the territory</p>	Comments

<p>3.3 Contents Promotion of the innovation transfer in the agricultural sector Adjustment of the companies and professions of the sector New guidelines and strategies for agricultural policies Information and awareness-raising on competence updating and adult education</p>	<p>Comments</p>
<p>4. Specific expected results Increase of the cultural willingness to create innovation Increase of the investments for research in the sector Increase of the investments for adult education in the sector</p>	<p>Comments</p>
<p>5. Institutional levels involved (national, regional, local) and respective functions Ministry of Labour and Welfare: national administration authority Tuscany Region: intermediate administration authority Provincia di Livorno Sviluppo: project coordinator Province of Massa Carrara: partner</p>	<p>Comments</p>
<p>6. Description of the access procedures The institutional subjects and the territorial support network subjects agreed on the publication of an open call for applications, through which they have performed informative actions in the interested territory Therefore, selection criteria were not applied</p>	<p>Comments</p>
<p>7. Suppliers Coldiretti: subject of the territorial support network Iripa: subject of the territorial support network Suppliers external to the local partnership were not used</p>	
<p>B. Tools</p>	
<p>8. Tools of the measure Information and awareness-raising Guidance Training Promotion</p>	

3.2.18 Training with qualification for private carers

General information on the measure	
<p>Title of the measure: Training with qualification for private carers <i>The measure was implemented within the C.I. Equal Round II, project “The Knowledge-based Coast”, by Provincia di Livorno Sviluppo. A testing period of the measure was provided (2006-2007).</i></p>	
<p>1. Main measure related policies Active labour policies Training policies Equal opportunities policies Integration policies</p>	Comments
<p>2. Beneficiaries/addressees of the measure Beneficiaries CGIL Toscana (reference partner for immigrants), ARCI Toscana (reference partner for immigrants), Lega Toscana delle Cooperative (reference partner for immigrants), Smile training agency of the CGIL Toscana Addressees Immigrant citizens holding a permit of stay of at least 18 years of age, who can prove to have accomplished their compulsory education in the country of origin, employed in the sectors of assistance to elderly and disabled and care in the provinces of Livorno, Pisa, Lucca, Massa Carrara and Grosseto Addressees’ typology Women Men</p>	Comments
<p>3. Abstract With the increase of the elderly population and the necessity of support to the elderly, the system of care and assistance is developing as a growing employment sector. The figures in the field of assistance are many but often with a preparation which is generic and professionally inadequate to specific diseases. The problem is especially evidenced with the immigrants, who nowadays constitute the majority of the operators of private care services. As a matter of fact, care-givers and assistants to the elderly are often non EU people, who do a different work than that in the country of origin because of the difficulty to find an employment or because their educational qualifications are not recognized, and they train themselves in the care services through direct experience. In order to professionalize their competences, with the CGIL partner and the SMILE training agency, the qualification course for “Private Carers” was promoted, whose aim is to reinforce the knowledge of the immigrants in order to allow them to acquire an adequate professionalism and maintain the working position in a sector with high employment rates. The course of 300 hours is tested with an additional module of linguistic guidance of 60 hours, for a total of 360 hours, and a widening on the terminology of typical elderly diseases such as Alzheimer and Parkinson. The course for “private carers” was implemented by starting with the profile of 300 hours encoded in the register of the Tuscany Region no. 280100, integrated with an experimental linguistic module of 60 hours reserved to immigrant citizens.</p>	Comments

<p>Therefore, the course includes 360 hours, 180 of which is class-based and 180 of internship. During the 180 theory hours the following topics will be covered: basics of computer science, legislation, sociology, psychology and persons care. A guidance module will be available for the linguistic experimentation, while a specific widening in the “persons care” module will cover technical terminology related to the Alzheimer and Parkinson diseases. At the end of the course each teacher will give the students a “glossary” containing the keywords relative to the taught module. Such contributions will be collected in a Glossary and in a guide to the management of terminology and sentences more used in the care language, with instructions on possible intervention in the situation of higher frequency in the domiciliary activity. The 180 hours internship can take place in private houses or care institutions. Those who already work at a domiciliary level, a credit equal to 160 hours will be recognized, with a minimum of 20 compulsory hours of training in care institutions. At the end of the course the students who reach the number of hours of attendance provided are admitted to the exam for the issuance of the qualification.</p> <p>Course planning: June-July 2006 Publication of the call for applications: October-November 2006 Selection of the candidates: December 2006 Class-based lessons: December 2006-June 2007 Internship: January-June 2007 Qualification exam: July 2007 Certificate: October 2007</p> <p>3.1 Definition of the measure: The measure is a tool of adjustment of the skills that facilitate the acquisition of professional titles for immigrant citizens employed in the persons’ care and assistance to disabled and elderly. Its aim is to reinforce the professionalism of the immigrants in order for them to keep their working position in a high employability sector</p> <p>3.2 Objectives Attainment of the qualification of Private Carer (the course is encoded in the regional profiles’ register with no. 2801001) by immigrant workers employed in the sector of persons’ care and assistance. Acquisition of qualified skills to offer private assistance, to find jobs in public and private care facilities and to access the courses for social workers and/or competitions for hospital staff</p> <p>3.3 Contents Professional qualification for immigrants Linguistic guidance Medical information Cultural integration</p>	Comments
<p>4. Specific expected results Qualified immigrant labour with skills to offer quality services in the sector of persons care both by families and in the social and medical sectors</p>	Comments
<p>5. Institutional levels involved (national, regional, local) and respective functions Ministry of Labour and Welfare: national administration authority Tuscany Region: intermediate administration authority Provincia di Livorno Sviluppo: project coordinator Province of Livorno: actuator partner</p>	Comments

<p>6. Description of the access procedures The addressees of the measure had access through application within the scope of the public call for applications</p>	<p>Comments</p>
<p>7. Suppliers CGIL Toscana ARCI Toscana Lega Toscana delle Cooperative (reference partner for immigrants) SMILE training agency Tuscany Territorial Network's partners Trainers Tutors</p>	
<p>B. Tools</p>	
<p>8. Tools of the measure Linguistic guidance Training Glossary of keywords relative to the taught subjects Information Promotion</p>	

3.2.19 Information on Domotics innovation. Phase II

<p>Title of the measure: Information on Domotics innovation. Phase II <i>The measure was implemented within the C.I. Equal Round II, project “The Knowledge-based Coast”, in the territorial area of the Tuscany Coast. A testing period of the measure on a pilot group was provided (2007-2008).</i></p>	
<p>1. Main measure related policies Innovation policies Training policies: demand policy Active labour policies</p>	Comments
<p>2. Addressees of the measure Training: Employed and self-employed workers, professionals with experience within the scope of plant planning, electrical and thermo-hydraulic installations, construction and information technology. Women Men Microcompanies (< 10) SME Public companies (hospitals) Partially owned companies/municipality Dissemination: Operators of the sector Companies, bodies Professionals Schools</p>	Comments <i>In this specific case, the addressees of the measure can be individual companies</i>
<p>3 Abstract In order to increase the technological innovation potential of the workers - both employees and professionals of the companies in crisis of the Tuscany Coast - a specialised course for the students that attended the course “Guidelines to Domotics and automation” was set up. “Domotics planning” has the aim of providing the workers with competences in plants planning under the guide of the Institute of Information Science and Technology, with the support of the Domotics Lab, through a simulation of a project of domotics application in an existing building. It is a course of 50 hours, 10 of which taught, 20 of exercises and 20 of project work with the specialists of the CNR Institute of Information Science and Technology and the support of tutors, which starts with the elaboration of a planning idea and provides the planning of a domotics integrated solution, completed with functionality, based on the recovery plan of an existent building, starting from the technical characteristics of the same building. Within the scope of the path, a workshop within the meeting “Energy and Domotics” is provided, with national experts of the sector for a comparison on domotics as tool for the energy saving. Course planning: July-September 2007 Publication of the call for applications: October 2007 Contacts with trade associations and companies: September-October 2007 Selection of the candidates: October 2007 Class based lessons: November 2007-January 2008 Dissemination: December 2007 Issuance of attendance certificate: May 2008</p>	Comments

<p>3.1 Definition of the measure: The measure “Guidelines to Domotics” is a training tool to promote the transfer of technological innovation to the sectors and companies risking exclusion from the labour market of the Tuscany Coast. The measure provides the funding to a research centre for the learning and application of methods, techniques, tools of the planning of domotics plants in the construction, thermo-hydraulic, electrical and information technology sectors to the employment sectors in crisis of the Tuscany Coast. Furthermore, it is a tool of adjustment of skills, innovation and re-launch of competitiveness. The diffusion phase provides the updating, widening and national comparison on domotics applications.</p> <p>3.2 Objectives Development of a global vision of the sector diffusing the knowledge and experience of the Institute of Information Science and Technology Re-qualification of the sector, companies, employed and self-employed workers at high risk of exclusion from the labour market Promotion of technological innovation as a tool to increase the competitive potential of companies and workers Support to access services finalized to facilitate the autonomy of the otherwise abled Development of competences on domotics planning by means of plant simulation Awareness-raising on domotics as an energy saving tool Promotion and dissemination activities on the potential of domotics applications</p> <p>3.3 Contents Funding of information, awareness-raising, training and promotion activities Cover of the costs of planning, management and monitoring of the course of Domotics Planning organized and managed by the CNR Institute of Information Science and Technology Pisa Acknowledgement of the skills gained by the addressees of the Guidelines to Domotics course, with attendance certificate issued by the coordinator of the project, Provincia di Livorno Sviluppo srl Promotion and dissemination activities on the potential of domotics applications to the energy sector, awareness-raising of the general public.</p>	<p>Comments</p>
<p>B. Tools</p>	
<p>4. Tools of the measure</p> <ul style="list-style-type: none"> a) Integration among research centres, companies and institutions b) Information and awareness-raising in the territory on new technologies c) Acknowledgement of the acquired skills d) Economic support to the training for companies, research centres and workers e) National comparison (workshop) 	

3.2.20 Guidelines for the company succession

General information on the measure	
<p>Title of the measure: Guidelines for the company succession <i>The measure was implemented within the C.I. Equal Round II, project “The Knowledge-based Coast”, by the Province of Lucca. A testing period of the measure was provided (July 2007-February 2008).</i></p>	
<p>1. Main measure related policies Active labour policies Innovation policies Training policies (offer and demand policy)</p>	Comments
<p>2. Beneficiaries/addressees of the measure Beneficiaries Province of Lucca: project partners, So.ge.sa 2000, CNA, local partners of the project Addressees Entrepreneurs of the marble sector of Lucca who are “over 60 at risk”, to continue the company’s management, workers employees of the companies to which the adopted measure is addressed</p>	Comments
<p>3. Abstract The marble sector of Lucca is mostly characterized by small artisan companies managed by entrepreneurs already elderly “over 60”. The small dimensions and the age of the entrepreneurs contribute to create a situation of immobilisation and scarce will to innovation. Furthermore, there is the problem of lack of generation renewal: young people do not look at this productive sector as a possible source of employment and entrepreneurial development opportunities. Therefore, a measure of acculturation to company succession is necessary, based on the training of “farsighted” mentalities and planning, programmatic and prevision skills of the entrepreneurs, but also of the same workers employed in the marble sector. Firstly, awareness-raising and information tools on the importance of training and adult education as necessary to develop competences which are adequate to the evolution of the markets as well as willingness towards change and innovation</p> <p>3.1 Definition of the measure The measure is a tool which facilitates the development of a culture and models for the company management focused on “continuity” and “competitiveness” in the reference market. Furthermore, it contributes to diffuse the training and life-long learning culture as means to consolidate a company model, in the marble sector, always adequate to the changes of the reference market and to reinforce the willingness to innovate of both entrepreneurs and workers employed in the sector</p> <p>3.2 Objectives Diffusing a new company management culture in the marble sector of Lucca Creating aggregation and sharing of the problems hindering the company succession among the entrepreneurs of the marble sector of Lucca Constituting a Network of socialization and cooperation among the elderly entrepreneurs to guarantee the succession of their companies in order to prepare a management model coherent to the characteristics of the reference market</p>	Comments

<p>3.3 Contents National and international competitiveness of local companies Innovation of organization, process and product Quality of the products Marketing of the product Adult education Lifelong Learning</p>	<p>Comments</p>
<p>4. Specific expected results Constitution of a local “network prototype” within the scope of the marble sector of Lucca which involves entrepreneurs, institutions and workers employed in the sector in the common search for new organizational and management models focused on company continuity. Increase of the investments in training and participation in the activities of territorial development</p>	<p>Comments</p>
<p>5. Institutional levels involved (national, regional, local) and respective functions Ministry of Labour and Welfare: national administration authority Tuscany Region: intermediate administration authority Provincia di Livorno Sviluppo: project coordinator Province of Lucca: actuator partner Comunità Montana Alta Versilia</p>	<p>Comments</p>
<p>6. Description of the access procedures The measure could access all entrepreneurs and workers employed in the marble sector of Lucca. Selection criteria were not provided. The Trade Associations and the local partners of the project promoted the participation in the measure through the following informative measures in the territory: Delivery of the programme of seminars, training groups and contents to each associate entrepreneur via mail They published the programme on their respective sites They also contacted the entrepreneurs personally and via phone. In their turn, the entrepreneurs informed their employed workers, motivating them to participate.</p>	<p>Comments</p>
<p>7. Suppliers Trade Associations, local partners of the project made available the premises of their training agencies (accredited by the Tuscany region), such as classes, equipment and technologies necessary for the implementation of the measure. Experts/teachers were employed directly by the Trade Associations and local partners of the project Tutors were made available among those who already collaborate within the training agencies of the associations and local partners.</p>	
<p>B. Tools</p>	
<p>8. Tools of the measure Information Promotion</p>	

3.2.21. Guidance to models of job flexibility

General information on the measure	
<p>Title of the measure: Guidance to models of job flexibility <i>The measure was implemented within the C.I. Equal Round II, project “The Knowledge-based Coast”, by the Province of Lucca. A testing period of the measure was provided (July 2007-February 2008).</i></p>	
<p>1. Main measure related policies Active labour policies Innovation policies Training policies (offer and demand policy)</p>	Comments
<p>2. Beneficiaries/addressees of the measure Beneficiaries Province of Lucca: project partners, So.ge.sa 2000, CNA, local partners of the project Addressees Entrepreneurs of the marble sector of Lucca, employed workers of the companies to which the adopted measure is addressed</p>	Comments
<p>3. Abstract The marble sector of the provincial area of Lucca requires, at the present state, two different typologies of intervention in order to guarantee to the companies to keep a competitive position in the reference market: <i>Intervention for the company</i> Models of the skills optimization of a workforce available for employment in a flexible way in all productive segments of the marble sector of Lucca Workforce highly skilled and constantly updated in technological and automation competences <i>Intervention in favour of employed workers</i> Developing a training and professional updating culture, facilitating the participation in training activities in a permanent way, also through individual and personalized training courses</p> <p>3.1 Definition of the measure The measure is a tool which, on the one hand, facilitates and supports the research of new organizational models by the companies in the marble sector of Lucca, coherent to the characteristics and needs of the productive processes with cyclical pattern; on the other, the development of skills, for the workers, suitable to be employed in a flexible way in companies characterized by productive processes with cyclical pattern Furthermore, the measure contributes to consolidate a profile of “flexible” worker, technologically skilled and “multifunctional” in the marble sector of Lucca</p> <p>3.2. Objectives Diffusing a new culture and new company’s organizational models in the marble sector of Lucca Diffusing and promoting the culture of work flexibility as a “resource” for the worker Training flexible and multifunctional workers through the learning of language, technologies necessary to programming (CAD, digital photography), production (Automation) in the marble sector of Lucca</p>	Comments

<p>3.3 Contents National and international competition of local companies Organization, process and product innovation Workforce flexibility Technological skills Linguistic skills Knowledge of employment contracts Safety at the workplace Adult education Lifelong learning</p>	<p>Comments</p>
<p>4. Specific expected results Increase of the motivation and participation to training and learning both by the entrepreneurs and employed workers of the marble sector of Lucca, addressees of the measure Implementation of a participative model which involves the entrepreneurs in the gouging of the problems and preparation of resolution proposals Effective management of cyclic production and workforce flexibility</p>	<p>Comments</p>
<p>5. Institutional levels involved (national, regional, local) and respective functions Ministry of Labour and Welfare: national administration authority Tuscany Region: intermediate administration authority Provincia di Livorno Sviluppo: project coordinator Province of Lucca: actuator partner Comunità Montana Alta Versilia Municipalities of the Versilia Storica</p>	<p>Comments</p>
<p>6. Description of the access procedures The measure could access all entrepreneurs and workers employed in the marble sector of Lucca. Selection criteria were not provided. The Trade Associations and the local partners of the project promoted the participation in the measure through the following informative measures in the territory: Delivery of the programme of seminars, training groups and contents to each associate entrepreneur via mail They published the programme on their respective sites They also contacted the entrepreneurs personally and via phone. In their turn, the entrepreneurs informed their employed workers, motivating them to participate.</p>	<p>Comments</p>
<p>7. Suppliers Trade Associations, local partners of the project made available the premises of their training agencies (accredited by the Tuscany region), such as classes, equipment and technologies necessary for the implementation of the measure. Experts/teachers were employed directly by the Trade Associations and local partners of the project Tutors were made available among those who already collaborate within the training agencies of the associations and local partners.</p>	
<p>B. Tools</p>	
<p>8 Tools of the measure Information Promotion</p>	

3.2.22. Guidelines to the technological innovation in the marble sector

General information on the measure	
<p>Title of the measure: Guidelines to the technological innovation in the marble sector <i>The measure was implemented within the C.I. Equal Round II, project “The Knowledge-based Coast”, by the Province of Lucca. A testing period of the measure was provided: July 2007-February 2008</i></p>	
<p>1. Main measure related policies Active labour policies Innovation policies Training policies (offer and demand policy)</p>	Comments
<p>2. Beneficiaries/addressees of the measure Beneficiaries Province of Lucca: project partners, So.ge.sa 2000, CNA, local partners of the project Addressees Entrepreneurs of the marble sector of Lucca, employed workers of the companies to which the adopted measure is addressed</p>	Comments
<p>3. Abstract Following the investigation performed in the marble sector were highlighted some transversal factors of crisis common to the companies which constituted the sample of core importance, among which: the scarce, knowledge and application of technologies and automation for the management of planning, production and promotion of the sector products. The consequent lack of technological skills of the workers employed in the companies of this sector which need to implement training courses from the preparatory phase of knowledge of these new technologies</p> <p>3.1 Definition of the measure The measure is a tool which facilitates and supports the research and application of new technological and automation models for planning, production and promotion of products by the companies of the marble sector of Lucca. Furthermore, the measure contributes to consolidate the profile of a worker of the marble sector of Lucca with strong will of innovation, high and always updated technical skills</p> <p>3.2 Objectives Promoting a culture for the company and work management, heavily focused on innovation in general Developing the willingness to research and apply new technologies</p> <p>3.3 Contents National and international competition of local companies Organization, creation, planning, process and product innovation Information Technology skills Technological skills Adult Education Lifelong learning</p>	<p>Comments <i>The investigation was carried on in the marble sector of Lucca with the aim of recording the transversal factors of crisis of the companies and the training demand both of the companies and the employed workers. For further details see measure 3.19</i></p>
<p>4. Specific expected results Constituting a permanent work group among the addressees of the measure in order to increase the research of new technologies and their application through the continuous adaptation of skills of both entrepreneurs and employed workers</p>	Comments

<p>5. Institutional levels involved (national, regional, local) and respective functions Ministry of Labour and Welfare: national administration authority Tuscany Region: intermediate administration authority Provincia di Livorno Sviluppo: project coordinator Province of Lucca: actuator partner Comunità Montana Alta Versilia Municipalities of the Versilia Storica</p>	<p>Comments</p>
<p>6. Description of the access procedures The measure could access all entrepreneurs and workers employed in the marble sector of Lucca. Selection criteria were not provided. The Trade Associations and the local partners of the project promoted the participation in the measure through the following informative measures in the territory: Delivery of the programme of seminars, training groups and contents to each associate entrepreneur via mail They published the programme on their respective sites They also contacted the entrepreneurs personally and via phone. In their turn, the entrepreneurs informed their employed workers, motivating them to participate.</p>	<p>Comments</p>
<p>7. Suppliers Trade Associations, local partners of the project made available the premises of their training agencies (accredited by the Tuscany region), such as classes, equipment and technologies necessary for the implementation of the measure. Experts/teachers were employed directly by the Trade Associations and local partners of the project Tutors were made available among those who already collaborate within the training agencies of the associations and local partners.</p>	
<p>B. Tools</p>	
<p>8. Tools of the measure Information Promotion</p>	

3.3 Results of the implemented measures

3.3.1. Summary table of the results of the implemented measures

File no.	Adopted, recorded and described measures	Territorial area	Specific objectives of the measure	Implementation results	Expected results against correlated policies
01	Promotion of mutual learning and policy transfer	Livorno	Implementing a shared model of cooperation among partners; sharing and applying a peer review model; favouring the circulation and adjustment of ideas and best practices among different partners and institutional subjects of each partner	2 policy makers 2 transnational PS coordinators 15 operators of beneficiary bodies tools and products created 1 report 1 publication's draft	Promotion of the Europeanization process
02	Guidelines for the constitution of project partnerships	Livorno	Constituting a network for the integrated management of agreed activities which answer to the criteria of participation, inclusion and diffusion of work practices	22 subjects 4 local partners 1 regional partner 1 provincial partner 10 Network's partners 1 research centre Typology of facilities' staff: Employees/ managers of the training and labour, education and social sector 36 collaborators 5 provinces Provincia di Livorno Sviluppo Srl 16 for the other partners 10 for the Network 6 collaborators,	Innovation of local policies
03	Promotion of active citizenship	Livorno	Adjusting the knowledge of immigrant workers on the subject of rights and citizenship; promoting the knowledge of the rights of immigrant workers and entrepreneurs	350 immigrants 200 companies 5000 copies of the CD	Innovation in the social and active labour policies Innovation in the active citizenship policies

File no.	Adopted, recorded and described measures	Territorial area	Specific objectives of the measure	Implementation results	Expected results against correlated policies
04	Study circles for women prisoners	Livorno	Adjusting the skills of women prisoners for the social and working re-inclusion; maintaining the learning active; promoting social roles	13 women 5 immigrant women	Innovation in the social and active labour policies Innovation in the active citizenship policies
05	Online guidance service for the Over 50s	Tuscany Coast	Testing the integration among different projects active in the territory; facilitating the access to guidance services for disadvantaged bands	Total no. of applicants: 256 No. per target: 130 women 126 men 131 unemployed 85 employed 32 pensioners 5 job returners/ receiving redundancy fund 3 professionals 15 job centres institutions for advice and social assistance 81 job counsellors 13 ARCI 7 USL (local health units)	Innovation in lifelong learning policies Innovation in the active citizenship policies
06	Information on Domotics innovation. Phase I	Tuscany Coast	Re-qualifying sectors, companies of employed and self-employed workers at risk of exclusion; promoting energy innovation; facilitating the autonomy of the otherwise abled	37 course participants 30 companies: 16 plant design/electrical 3 bodies/public administrations: 4 telecommunication 2 engineering 2 mechanics/ components 1 management 1 research 17 operators involved in the course 1 project manager 1 coordinator 2 teachers 2 tutors 1 administrator/ accountant 3 representatives of the provinces 1 representative of the 3 partner trade associations in Livorno 2 representatives of the project leader	Innovation in the innovation policies Innovation in the social and active labour policies

File no.	Adopted, recorded and described measures	Territorial area	Specific objectives of the measure	Implementation results	Expected results against correlated policies
07	Pocket Learning. Tools for individual training	Tuscany Coast	Containing the risk of expulsion from the market; reinforcing the workers' professionalism; re-launching the competitiveness of the companies and involved sectors	952 workers 72 individual courses 9 individual courses outside the company	Innovation in lifelong learning policies Innovation in the social and active labour policies
08	Information for immigrants and entrepreneurs who want to hire immigrants	Grosseto	Facilitating the immigrants in: getting information on the labour market and job hunting; motivating entrepreneurs to hire immigrant workers	533 persons 99 companies 18 immigrants were placed in the labour market 8 employment contracts for immigrants 10 requests by privates to the service for the research of staff for care and assistance	Innovation in the integration policies Innovation in the active citizenship policies Innovation in the social and active labour policies
09	Integrated outplacement services for women	Grosseto	Providing methods and techniques for the self-evaluation of skills; promoting the knowledge of market, sectors and companies	92 women 15 women underwent training 19 women placed in the labour market	Innovation in the active citizenship policies Innovation in the equal opportunities policies Innovation in the social and active labour policies
10	Guidelines for the constitution of local partnerships	Massa	Constituting a local partnership on the basis of a new model which includes the representatives of the employments' associations as quality interlocutors	1 province 2 municipalities 8 trade associations 3 trade unions	Innovation in the innovation policies Innovation in the social and active labour policies
11	Training to favour the legalization of illegal work	Massa	Activating inter-institutional cooperation systems between tax and employment sectors; facilitating the legalization of illegal work; promoting legality in the labour market	13 women 5 immigrant women	Innovation in the integration policies Innovation in the active citizenship policies Innovation of the local policies

File no.	Adopted, recorded and described measures	Territorial area	Specific objectives of the measure	Implementation results	Expected results against correlated policies
12	Literacy to the management procedures of international partnerships	Livorno	Favouring the exchange of good practices, models, methods and tools shared by the partners in order to reinforce the effectiveness of the project management	1 coordinator 200 staff of the bodies involved 4 tools and products 4 meeting reports 2 research 1 website	Europeanization Innovation in the local policies Innovation in the international policies
13	“Getting on” tools of motivational communication in favour of small enterprises and employed workers	Pisa	Creating an effect of “positive contamination” through the communication of the results of the training implemented in the territory	Awareness-raising among 15 companies and institutional actors	Innovation in the social and active labour policies Innovation in the innovation policies
14	Guidelines for the active participation in local partnerships	Pisa	Constituting a cooperative partnership among subjects of the territory operating in the adaptability area; creating the basis for new planning modalities in the territory	2 local bodies Province of Pisa and Municipality of Pontedera 4 trade associations 3 trade unions 1 representative for each partner	Innovation of public policies
15	Pocket Learning. Tools for individual training	Pisa	Containing the risk of expulsion from the market; reinforcing the workers’ professionalism; re-launching the competitiveness of the companies and involved sectors	42 companies 14 employed workers 11 individual courses 2 individual courses outside the company	Innovation in lifelong learning policies Innovation in the social and active labour policies
16	Identification of the crisis factors shared by companies of the same sector	Lucca	Mapping the crisis factors common to the companies of the marble sector; developing a monitoring system of the crisis factors; territorial partnership among companies, institutions and research institutes; database of companies at risk	78 companies involved Awareness-raising among 800 employed workers	Innovation in the innovation policies

File no.	Adopted, recorded and described measures	Territorial area	Specific objectives of the measure	Implementation results	Expected results against correlated policies
17	Information on new energy sources	Massa	Favouring the adjustment of agricultural companies, in terms of organization and processes; increasing the competitiveness of the agricultural sector	40 employed workers	Innovation in the innovation policies Innovation in the social and active labour policies
18	Training with qualification for private carers	Livorno	Containing the risk of expulsion from the labour market; reinforcing the professionalism of the workers; re-launching the competitiveness of the companies and involved sectors	15 immigrants 12 qualified immigrants 12 immigrants who had access to care facilities for internship	Innovation in the social and active labour policies Innovation in the equal opportunities policies
19	Information on Domotics innovation. Phase II	Tuscany Coast	Developing the willingness to research and apply new technologies in the marble sector	CNR Institute of Information Science and Technology 5 provinces 3 partner trade associations 8 companies 1 research body Operators: 5 for the Provinces 5 Provincia di Livorno Sviluppo 4 partners 5 collaborators CNR	Innovation in the innovation policies Innovation in the social and active labour policies
20	Guidelines for the company succession	Lucca	Creating a network model for the socialization and cooperation among entrepreneurs for company succession, coherent with the market characteristics	400 companies involved 300 self-training CDs 1 documentary	Innovation in the innovation policies Innovation in the social and active labour policies

File no.	Adopted, recorded and described measures	Territorial area	Specific objectives of the measure	Implementation results	Expected results against correlated policies
21	Guidance to models of job flexibility	Lucca	Training flexible and multifunctional workers through the learning of languages and technologies necessary to programming (CAD, digital photography), and production (Automation)	400 companies involved 300 self-training CDs	Innovation in lifelong learning policies Innovation of the social and active labour policies
22	Guidelines to technological innovation in the marble sector	Lucca	Developing the willingness to research and apply new technologies in the marble sector	27 employed workers	Innovation of the innovation policies Innovation in the social and active labour policies

4. MUTUAL LEARNING AND BENCHMARKING AMONG LOCAL AUTHORITIES CONCLUSIONS

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4.1 Preamble

The scope of this work is to draw methodological indications concerning benchmarking among local Authorities within the scope of lifelong learning and labour.

The study is based on materials collected during The Knowledge Based Coast project.

This project was studied in order to understand objects, processes, methods and devices which can favour the mutual learning and, within that scope, the benchmarking among local Authorities.

4.2 Specificities of mutual learning among local Authorities

When local Authorities collaborate at a regional, national or international level, they create institutional learning processes, possibly generators of innovative ideas, which sometimes create processes of transfer, adjustment and absorption of the same innovations.

The institutional learning processes at a local level develop within the framework of a relative autonomy margin, delimited by the skills attributed to them by the hierarchically more important institutional levels. This means that – if it concerns both interventions implemented within the framework of national policies and interventions decided autonomously – the cooperation among local Authorities can be targeted to reinforce the local implementation abilities. The institutional learning processes at a local level work closely with the implementation and management processes of the interventions. Here more than to other levels, the institutional learning processes exist only if turned into political decisions expressed in different ways and the start-up of processes of planning and implementation of the interventions, which directly involve the totality of the ac-

tors. Within this scope the “cognitive processes (...*are*...) included within a political process which, also for this, becomes more transparent and inclusive” (Vesan, 2006:4). Furthermore, it is at a local level that the national and regional European policies produce their effects because of the skills of the local actors in interpreting, adopting and implementing them. Implementing a policy introduced by the hierarchically more important institutional levels includes the implementation of local policies that legitimate and give a meaning to the promoted interventions. This is possible if there is a conscious and targeted management of the training measures through which the institutions acquire ideas to be turned into political measure, and if in these processes the totality of local stakeholders and the civil society participate.

Such training measures and the processes to which they belong, can be local and result from endogenous paths (mostly), or can be also created by exogenous paths, i.e. be enriched by the study of the local policies implemented in other local realities. The two types of paths are closely inter-related both in the policy learning phase, therefore when the totality of the actors acquires new knowledge, defines new strategies and policies, and in the following phase, when the measures bring to the introduction of innovations within the local system (policy transfer time). The totality of these two phases is included in the concept of institutional learning. At a local level, the interrelation of the two phases is close and the cases not taken into consideration in The Knowledge Based Coast project always experienced a non linear succession of policy learning and policy transfer phases. Anyway a distinction can be introduced between measures implemented experimentally and temporarily and innovations introduced in a relatively stable form. Against the totality of the processes characterizing the institutional learning at a local level, in this session we want to widen the way in which the comparison with other local realities can enrich the improvement of the ability of preparation and innovation of local policies. Especially, we will try to understand how the comparison can be structured in benchmarking, which gives more utility and effectiveness to the relations among local realities. Within this scope, we will focus on the exogenous processes, especially on mutual learning.

4.3 The object of mutual learning

It is now a question of defining the object of mutual learning. The answer does not reside in the identification of the topics or contents of the collaborative relation established among partners (the never ending listing of various themes: fight against unemployment, reduction of the drop out number, etc.), nor in the identification of general objectives (from the Strategy of Lisbon to that of Bologna). On the contrary, it is a question of defining the specific components against which the mutual learning agreement is established. The core objects can be of two types: on the one side the ideas (concepts, ideologies, policies), and on the other their examples, i.e. their applications, implementing tools that we will define with the word “measures”.

The study of the policy ideas is a process which depends on the abilities of the institutions in collocating within the groups of preparation and research (in our case) lifelong learning and work policies. The ability of an idea to travel (Rose: 1993) must be combined with the ability of an institution of meeting the idea.

The study of the measures constitutes the actual comparison ground concerning the implemented intervention and the obtained results. Therefore, that is the ground where analysis, comparison and evaluation are easier and the consequent transfer is simpler. This is because the measure can be considered as the specific object, ideal for the exercise of “*lesson drawing* — ‘searching’ for sources of lessons, ‘making a model’ of how the policy or practice works in certain situations, ‘creating a lesson’ by assessing what can be extracted from the practice in the exporter jurisdiction to produce the desired results and in the importer jurisdiction and ‘prospective evaluation’ of the way, in which the policies or practices are likely to work in the importer jurisdiction and adaptations needed to make it work” (Rose, 1993). The concept of measure is widely used in the field of labour policies to identify the devices through which interventions are implemented aiming to increase the flexibility of the labour market and to support the income of the unemployed, etc. Here, we use the term “measure” instead of its possible synonyms as provisions or dispositions. The reason is that it refers in a more explicit way “to a particular action intended to achieve an effect” and to the objective to make the obtained results measurable. The measures are here considered as the components of a policy through which the policy acts on different factors, object of its intervention (beneficiaries, role of the different actors, training costs, entry requirements, tasks of the interested systems, typologies of admitted activities, contents, implemented tools, etc.). Within this scope, the measures consti-

tute an action model, which gives coherence to the different factors aforementioned. In such way, the paid study permits for employed workers constitute an example of measure defining in details all factors aforementioned. The necessity to pursue more objectives determines the aggregation of more measures, each of which is focused on producing complementary effects. A scholarship is a simple measure, but it is aggregated when for example is included in a complex of coherent and correlated measures (study loans, housing, etc.), which together compose the right to university education policy. The specific effects of an action are determined by its correlation with the other measures. Considering the measure as a minimum unit for the study of a policy, it helps us to isolate each rule of the device that the measure will create and should facilitate the evaluation of the effects, both at the level of specific measures and their combinations. It is a question of the approach adopted by the European Union, opening new perspectives to the rational management of training policies (European Commission, 2005). This occurred as a continuation of what was already implemented by Unesco (Bélangier and Federighi, 2000), then by Ocde (1996 and 2005), the World Bank (2002), ILO (2003) and by ISFOL (2006).

4.4 Benchmarking in institutional learning

Benchmarking is a working method supporting the improvement of local policies; therefore, the transfer of the correlated measures is based on the comparison of the results and produced impact. Benchmarking is a method that guides and tends to systemize, and order the comparison of different objects. For this reason it is based on an analytical approach. The adoption of benchmarking is needed when it is not enough to know which procedures will obtain the best results, but you want to know how such results were achieved and through which specific objectives, methods, tools etc. With benchmarking it is a question of analyzing a service, an intervention, in all its components, therefore procedural and organizational aspects that can bring contributions to the improvement of the results are examined. In mutual learning, this occurs both in the policy learning and policy transfer phase. In the first phase, it is accomplished by the function of a factor that can create motivation to innovation and consequent study of the policies and their implementing measures. In the second phase, peer-monitoring processes can be implemented, i.e. real time exchange of information on the implementation supporting the possible transfer of innovation.

Benchmarking is not only quantitative, nor can be limited to a preliminary phase of start-up of the cooperation processes among local Authorities. Benchmarking is both quantitative and qualitative and is a process starting before a relation is established among institutions and continues also when the direct relation ends. When two local Authorities decide to cooperate is because they have already collected preliminary information on the potential partner and think they can get advantages from the comparison and collaboration.

Qualitatively, the comparison caused by the adoption of the benchmarking method engages the partners in a constant comparison of obtained concepts, models and measures, both in the policy learning and – possibly - in the following policy transfer phases.

The quantitative benchmarking implies the ability and possibility to analyze a policy, or simply an action, on the basis of the results and impact produced.

This type of operation in Europe is still arduous.

The difficulty derives from the fact that the policies and measures are monitored and evaluated for the effects produced only in very few countries. The guiding criteria seem to be consensus and, partially, financial sustainability. The weakness and scarce diffusion of the policy culture, based on the evidence of the results produced or expected by the implemented measure, makes it difficult to operate a specific benchmarking.

The systematic collection of data on the effects of lifelong learning policies and measures does not exist. Therefore, it is difficult to set quantitative benchmarking objectives and it would be wrong to propose to fill this historic and cultural gap to the local Authorities which want to start a path of coordination and collaboration. The comparability of quantitative data usable for the evaluation of the respective performances can be the result of the path, but not its starting point. If, for example, two local Governments intend to compare the results of the respective policies within the scope of the promotion of the mobility for study and working reasons, and the veracity of the results and their usage is higher, this occurs in the framework of a path of cooperation on the mobility policies and comparisons of the scopes, targets, concepts, measures and tools adopted by each one to such end.

This need, in our opinion, can find a useful and convincing answer only if the regional and local Governments cooperate to create a big database as a tool for the collection of information relative to each measure of the lifelong learning and labour policies (see www.mutual-learning.eu, which wants to be a contribution in that direction).

For the local benchmarking you need to refer to the European benchmarking and therefore adopt a strategy of quantitative comparison, and go even further than this dimension. It is true that it is against the Lisbon benchmarks that in all Europe data was collected on some policies in a homogeneous way and a culture of comparison in the public administration was diffused. However, the local benchmarking must widen to the totality of the intervention and adapt to the priorities of each local reality. This does not exclude that this task is dealt within the framework of the European benchmarks, which are needed to compare the educational conditions of the population rather than the effectiveness of the single measures adopted. It is a question of available data, in some cases also with reference to the population of the different local territories, therefore useful to get a first general idea of the educational conditions of the population and interested training systems. The quantitative approach is important, even if it cannot be considered unavoidable because of the huge insufficiencies of the training systems. The European benchmarks identify the indicator against which the progress realized by the different countries is measured. The adoption of impact indicators is the presumption of the transition to a new generation of “intelligent” policies, as legitimated and oriented in their evolution by the effect that they are able to produce.

In the specific case of the educational, training and labour policies, the selected benchmarks constitute a reference point not only for the Member States of the European Union, but also for each of the levels of territorial government (regions, provinces, municipalities) which have responsibility and competence on the subject. The differences among territories of the Member States are such to require differentiated strategies and policies in order to reduce the distances against the benchmarks and bring Europe at a higher cohesion level. The uniformity of approaches and policies, typical of form of governments where responsibility is centralized, “build on generalisations which make the response to local needs less precise and work against commitment and the taking of responsibility on the part of the individual. Local responsibility strengthens the influence over the individual’s own ‘welfare’ and increases the chances of mobilising commitment and resource” (Committee of Regions, 2003: 2.3). The challenge laid out by the benchmarks constitutes a reference point to measure the effectiveness of the policies of the Member States. The analysis and comparison of the results obtained in each territory of the Union constitute a measurement of the level of distributive justice and maintenance or development of their competitive ability.

The improvement of the position of the different territories against the educational, training, labour policies benchmarks is the result of the totality of measures implemented in a framework of governance founded on the complementarities between vertical and horizontal subsidiarity. As a consequence, passing from the analysis of the specific functions, responsibility of the local Governments for the improvement of the European benchmarks, in any case the complementary role of the different institutional subjects must be considered. As a matter of fact, the actual differences among territories must be explained beyond national policies and international dynamics. Also as a result of different forms of regional and local governance, it is therefore improvable through the measure of the regional and local Government. In any case, it is a question of objectives, which can be achieved only if there is an intervention on the different components of the local development through the integration of different policies. Beyond the institutional role and abilities, a topic of distributive nature must also be considered. The reduction of the number of drop out, the increase of the participation to lifelong learning, the increase of the reading skills, etc., constitute the objectives to pursue not only at a European or national level. Each level must be able to measure with the challenges laid out by the Lisbon Strategy. Each region and municipality must be able to define their objectives in relation to each of the benchmarks and be in a condition to take more responsibilities and understand how to activate regional and local policies able to improve the economic and social welfare of those territories. Only spread advancement towards the Lisbon objectives can prevent the risk of such results being reached through an increase of disequilibrium among territories. To this end, the Regional Committee recalls that (2003/C66/01) the problem does not reside in realizing the uniformity of all European regions (“equality is not the same thing as uniformity”). The solution does not reside in the centralization of responsibilities and generalization of uniform solutions.

On the contrary, the solution resides in the attribution of responsibilities to the local levels, so that they can mobilize and free the necessary resources and will for growth.

4.5 A process which increases the quality of local policies

The benchmarking among local Authorities sets itself within a process whose scan helps understanding the levels which can reinforce the meaning of the part-

nership relation and the possibility to consciously manage the mutual learning. Here follows the essential phases of such process.

4.5.1 Definition of priorities

The starting point of the process is constituted by the autonomous definition of the institutional learning objectives within the framework of the national and international context and strategies. The general guidelines of the European and national strategies are already set by previous institutional acts. Their implementation in each territory is determined by the planning tools adopted by the local Government. Furthermore, the definition of the policy learning demand by a local government depends, other than from macroeconomic factors, from its ability to identify the fields in which it outstands and the choice of the weak points to be filled. This component of the process is entirely self-managed, however also depends on some external factors. The measures which characterize it are mainly the following:

- *Definition of the scopes to initiate to a policy learning process*

The last phase of the choice of the scopes for the regional policy learning needs to involve all institutional actors determining the possible policy transfer. It is possible to consider the implementation of different policy learning models according to their level of connection with the phase –near or remote- and the range of the policy transfer. The policy learning model, which does not have immediate perspectives of policy transfer, can also be reduced to involve only the actors belonging to the local Government. On the contrary, the policy learning must also involve the other levels of the dimension of the vertical and horizontal subsidiarity.

- *Feasibility analysis, existence of sources*

Consequently to the priorities choices, it is a screening of the possibility to identify policies (ideas and measures) adopted and implemented by other local Authorities elsewhere. The result that this phase must provide is constituted by the identification of the sources and tools where the following policy learning process starts. The essential task is the predisposition of the conceptual basis to create a personalized reading key (with reference to the partner interested in implementing the institutional learning process) of the objects which will be considered. The creation of such reading key is necessary because – especially in the sector of lifelong learning policies – the differences among different local realities are important: actually, same words have different se-

semantic references; same objects can be named in totally different ways and different words can correspond to concepts which do not exist in other countries.

- *Desirability analysis and innovations transfer*

The following process is dedicated to a first analysis of desirability and transferability of the identified policies and measures. That is, to take into examination - even if preventively - the results produced and the impact obtained. Actually, the most important task is to prefigure the meaning that the considered policy or measure can have in case of transfer. A transfer always implies a process of adaptation and improvement of the adopted model. For this reason, the importance is determined not only according to the results obtained in the original country but also in those of the country of destination, therefore according to the modification which can be introduced.

Furthermore, the meaning of a measure is determined by the intermeasures established in the new context where it is transferred. In the case of a local Government, this depends on the degree of desirability of a policy and measure adopted, taking into consideration its coherence with the objectives of the regional programmes. It is underlined that we are not referring to the “uninterested” policy learning, but to the one finalized to the policy transfer.

As a conclusion to this phase, a choice is made on the type of relation to be established with the regions in which were identified policies or measures to be studied and transferred.

If the policy learning and policy transfer path does not require a cooperative relation with the partner Government, the policy learning process will proceed in a unilateral way through the importation of the idea or measure, its adaptation and experimentation. If there is the necessity to activate a form of cooperative institutional learning, the process passes to the phase of creation of the partnership.

4.5.2 Ad hoc cooperative learning networks

The institutional learning is based on the ability and possibility to have access to relations networks created on demand, i.e. as an answer to specific learning requirements. This is facilitated by the existence of stable relations networks among local Governments.

Each Authority must be able to make contact with the partners from which to learn. For this reason, it is necessary to link each local reality within institutional

networks of dynamic learning. It is a question of network which must be specifically instituted to promote forms of mutual learning.

4.5.3 Policy transfer

The definition of policy transfer adopted in this study referred to two types of voluntary policy transfer. The first corresponds to the policy transfer intended as “the transposition of policies and/or practices *already in operation* in one jurisdiction to another” (Page 2). The second is intended as *co-operative policy transfer*, linked to the introduction of innovations in the policies and measures of a local Government, in view of their partial or total integration, realized through joint planning and implementation, benchmarking and harmonization of the changes progressively introduced.

Its implementation is entrusted to the creation of institutional conditions necessary to implement the innovation prospected through the previous phases of policy learning. It is based on the results of three types of actions:

- a. the choice of a transfer model to be adopted. Ultimately, it is a question of choosing between an unilateral transfer model (where the importing institution takes inspiration, copies, adapts, hybridises an idea or measure learnt from the practices of other local Governments) and a model defined as cooperative transfer (where the innovative measures are progressively created and adopted by the partners);
- b. the adaptation of the institutional system to the management of the innovation to be introduced. According to the range of choices made, these choices can have an impact both on the regulation system (rules, planning acts, financial documents), and on the same organization of local institutions. Above all, the transfer depends on the analysis of the regulatory and organizational impact and the adaptation decisions adopted;
- c. the activation of governance processes in which the different institutional and social actors take part, in the process of evaluation of the choices of innovation taken. Firstly, it is their approval on the objectives motivating the choices taken, therefore of the approval of the type of measure adopted and the introduction process prefigured.

To the activation of the process follows an experimental phase, or “conditional adoption phase”, of the measures introduced. This phase is dedicated to the field verification of the transferability of the measure. This can occur through the implementation of pilot projects limited to some sectors of the training system (a

type of school), some territorial scopes (some municipalities), some subjects (apprentices, young entrepreneurs) and, also, has generally a limited duration.

To this follows a technical evaluation engagement of:

- results obtained
- potential impact
- economical sustainability

and, politically, an evaluation engagement of the desirability of the experimented measure. The result will be the decision with regard to the adoption of the measure introduced as part of the local policies.

The implementation of a new measure within the lifelong learning local policies varies in complexity according to the relevance of the measure adopted, i.e. the type of changes that involves (legislation, organization, methodology, etc.).

From this moment starts a new path of stabilization of the innovation which will continue to impact on the configuration of the measure and its components.

From the systemic point of view, the chances of success of an innovative measure are connected to two factors: firstly, to the implementation of policies and processes which tend to the extension or decline of the measure in all systems where it can be implemented. The principles of coherence and integration of the training and labour systems has an effect on the measures introduced. The adoption of measures pertaining to the policy of the demand can hardly survive in parts of a system dominated by the offer policy, maybe characterized by the funding only by public services;

Secondly, the regional policies need a contamination process on national scale, in order to be legitimated in the planning of the countries. This involves the implementation of measures of interregional and inter-institutional cooperation on national scale to promote forms of policy learning and policy transfer among local Governments, and to guarantee a level of coherence of the national policies with the innovations positively consolidated through the activity of the local Governments.

5. DEVICES

The devices to be implemented to support the benchmarking among local Authorities can be of four types:

- narrative, i.e. mainly based on informal processes of meeting among different realities and finalized to the enrichment of the knowledge of each directly involved participant;
- quantitative and indirect, based on the collection of comparable statistics regarding the different aspects of lifelong learning and labour local policies;
- qualitative diachronic, based on the comparison of each adopted political measure and management aspects;
- qualitative synchronic, based on forms of mutual learning and supported by interconnected forms of monitoring.

Hereafter, we limit to a synthetic presentation of two types of tools to support qualitative benchmarking.

5.1. Database supporting qualitative benchmarking

Network database and open source information services, non mediated and highly specialized against contents, concerning information on the policies and measures adopted by each local Government, constitute an essential tool of benchmarking. Such service should not limit to the so called best practices. It should be extended to all type of policies and measures independently from the type of evaluation attributed to their results. A model of peer to peer information service is necessary to reduce the spreading times of the information and consent a diffusion of the data also in different languages than those traditionally used for official and centralized information.

An example of these types of tools is constituted by the service devices created and consultable at www.mutual-learning.eu that correspond to the following learning, consultation and research tools:

- the database gathering the information of the measures related to lifelong learning and labour policies. It is a non systematic selection, created through different cooperation and research projects. To identify the measures you can type the keyword in the search engine and obtain the links both to individual

- measures and web pages of the websites selection relative to the Regional Governments participating to the soft open method of coordination;
- ***the search engine***, which operates exclusively on words inserted in texts and performs the search in the measures database and the selected pages of the websites of public bodies involved in the soft open method of coordination. To access the measures, the words inserted must be written in the published language of the measures (English, but in some cases also in national languages). To access other regional sites, the words must be written in the national languages of the regions and other interested institutions;
 - ***the background documents*** consent to contextualize the measure object of consultation in a determined territory and institutional structure;
 - “further ***sources and publications***” is the site’s section where it is possible to find, consult and download the results of the researches performed at a trans-national level on the measures of the lifelong learning and labour policies (Federighi, Torlone, 2007).

5.2. The Balanced Scorecard supporting qualitative benchmarking

The *Balanced Scorecard* is a model of management of the quality of the services and projects in general whose object is the definition, control and management of path of achievement of the *performance* of an organization. In other words, it is a model explicitly determining the objectives and results of the managed activities; it is a method which helps to define how to formulate the objectives and measure them; it is a process to manage and run organizations. It is a method which requires paying attention to the real quality of organizations and implies a basic option by the organization which adopts it: clearly defining the mission and turning it into quantifiable objectives. Such operation necessarily involves the adoption of a management model based on the sharing of the objectives and procedures generally by all actors of an organization. Differently from the quality systems, the *Balanced Scorecard* does not provide a standardized definition of the indicators. Each organization defines them on the basis of their own mission, short term policies and medium to long term strategies.

Notwithstanding this wide opening to the specificity of each organization, there are some basic lines aimed to the identification of control components or levels to be laid out as objects of the control system.

Especially, we refer to:

- the vision and general strategy pursued;
- the analysis of the surrounding world, i.e. the relations of the context where it is implemented, their exclusions, risks and opportunities;
- the economic and financial condition;
- “customer” care;
- process management.

The *Balanced Scorecard* implies that for each of these components the particularities of each organization in terms of objectives to be reached and critical success factors are specified.

For each component the *Balanced Scorecard* method requires the definition of the performance targets so to be measured and specified against the temporal dimension (to three month, to six months, etc.).

The *Balanced Scorecard* becomes, in this way, a totality of files concerning each component and sectors of an activity where is defined the expected performance and, linked to it, the measures, *drivers*, i.e. the transformative interventions which are considered suitable to be implemented to reach the provided scores. Linked to each performance target there is the problem of the preparation of methods and tools for the measurement of the performances.

Such a *Balance Scorecard* system can become a monitoring and evaluation tool which consents the permanent benchmarking among different local governments which adopt and apply such model to the objects (measures for example) for which it was decided to start a path of mutual learning. Such benchmarking model requires that the partners proceed to:

- a jointly and participated individuation of the general and specific objectives;
- a shared definition of the performance indicator for each component of the policy object of mutual learning;
- sharing of the methodologies of measurement of the performances;
- use of the results for a constant adaptation of the measures and improvement interventions.

Its functioning requires the activation of an effective data monitoring system, i.e. of a model of informative internal system, constantly updated.

The most important factor that underpins the benchmark is the fact that indicators and data relative to similar policies and measures can be accessed on-line and be object of comparison on the basis of simple queries. The immediate advantage is constituted by the fact that the interested operators can constantly

compare the results of their implementation with those implemented by other colleagues in other local realities. In such way, for example, by means of a simple online query, it is possible to compare two schools and compare the obtained results in terms of learning of different subjects, or reduction of teachers' sick leaves, or students' placements, etc. The applications effectuated at a local level (see <http://www.datalager.goteborg.se:6210>) showed the possibility to make the informative system accessible to the users. The advantage of such applications is highly significant. In the traditional models quality becomes a label or a certificate. With the *Balanced Scorecard*, if the information on the performance is constantly updated or accessible to the users, the quality control is constant and quality becomes transparent.

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