

# EN-GENDERING GROWTH IN EUROPE

**GOOD PRACTICE AND POLICY IN THE G4G REGIONS:  
EXECUTIVE SUMMARY**





This is an executive summary of the report **En-gendering growth in Europe. Good practice and policy in the G4G regions: Analysis and recommendations**, the main outcome of Component 3 of the project “Gender for Growth” (G4G) and has been realized by the Veneto Region, with the scientific coordination of Veneto Lavoro and all partners.  
The full report is available at the project’s website: [www.gender4growth.eu](http://www.gender4growth.eu)

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## Introduction

Europe is experiencing unprecedented structural changes in its societal and economic systems. Demographic changes, technology, globalization, changing climates, urbanization and increased human mobility are all factors that call for a strong commitment of policymakers at all levels to anticipate, formulate and implement innovative and flexible policies that will be apt to positively steer the epochal changes under way in our regions.

The European 2020 Strategy “Sustainable Growth” sets even more ambitious objectives than the Lisbon Strategy, aiming at a greater inclusion of all individuals in the labour markets, with a target 75% of employment rate of the age cohorts 20-65 as a critical element for the competitiveness of our knowledge-based society. Although giant steps in this regard have been made in the last decades, in many European countries women’s presence in the formal economy remains below an acceptable level.

Tackling gender parity as a basic right to boost growth is not – alas – an outdated approach: data show that gender (under) representation continues to negatively affect the overall development of many European regions, while other data indicate that, where women’s role and contribution are valued, economies fare much better.

It is a fact that women, among other groups, are often discriminated in the labour market and their careers. The concept of equal opportunities rightly includes many a variable that makes citizens “different” in one way or another, however, when the female sex adds to other personal characteristics, discrimination increases and opportunities decrease. Gender parity should then be interpreted not only as a human right, but in fact-based approach, an opportunity for Europe, its policy makers and all citizens, to remain an important player in the global scenario by valuing the untapped resources that women undoubtedly possess.

Women are not an abstract category that exists in a vacuum, rather they are part and parcel of complex systems: families, communities, work environments, business communities, locations and social structures. Gender issues crosscut social and economic fields. It would be impossible to establish in absolute terms the cause-effect chain between social, cultural layers and economic aspects that underlie women’s condition in our societies. This is the reason why gender mainstreaming in all policy realms remains a crucial objective to engender growth.

The different facets characterizing gender are closely intertwined, more so in a knowledge society where social issues are increasingly corresponding to economic conditions. Research has repeatedly highlighted that the lower the access to social, educational and cultural services supporting women and communities in general the lower will be women’s contribution to formal economy, let alone the recognition of their role in replacing the lack of such services or the acknowledgement of their production functions in the informal or household economy.

Issues such as work-life balance certainly refer to the social and cultural policies that underpin the concept of gender roles in the family, such roles like any social constructs are changing, and the focus to attain a good work life balance needs to be linked to the approach of shared parenthood or shared care taking between men and women. In practice, however the cultural system assigns a main role of care taker to women. This is result of layered stereotyping, that persists, therefore requires great efforts and time to be debunked. In particular, it needs a great political sensitivity to promote equal opportunities and gender

parity in all aspects of social interactions, from media to early educational institutions and to families.

Great social and cultural changes cannot happen overnight, and because gender is a socially constructed category, is not different in this sense. What is happening in Europe and the world these days, from the Arabian Spring to other reactions prompted by high-profile sex scandals, but also to the establishment of gender quotas in the corporate executive positions (Italy is the latest example) needs to be read as evidence that change, increased access to information and other global dynamics and interactions are also transforming the established social norms on gender-related issues.

Clearly this report cannot and does not want to answer to the long-debated question of whether today in Europe women still require actions that are exclusively for them or positively discriminate them. It only reflects on the concrete regional situations where the presence or absence of such measures have improved not only women's access to rights, but importantly, the overall socio-economic development of the concerned areas.

The report tries to give a contribution to the international debate by analysing the experience of some European regions and the regional perspective of gender issues in order to capitalize on successful experiences and to learn from both good and less successful practice.

It is the result of a two-year work of the partnership of the G4G project, part financed by the EU with the ERDF – Interreg IVC programme) which intends to offer some highlights and approaches useful to policy makers, politicians and practitioners in other European regional member States and to the European institutions.

## Gender4Growth: the Project

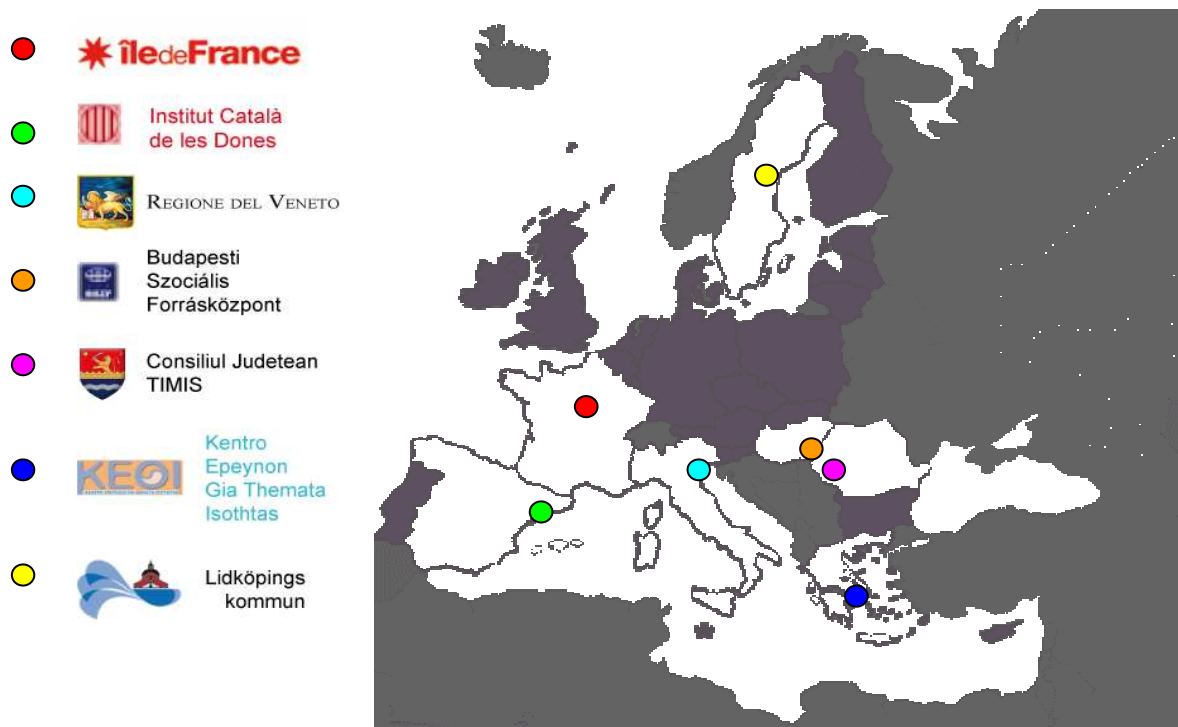
The project Gender4Growth (**G4G**) intends to give a meaningful contribution to the current debate on economic cohesion in Europe and it is fully in line with the “active inclusion strategy”, in particular concerning women participation in their respective economies and labor markets. The project tries to answer to the following different, but correlated, needs.

Firstly, as a contribution to the evident difficulty to reach the Lisbon Agenda, and the newly-set Europe 2020 goals, with enduring structural situations that prevent women from partaking to economic development at the same rate of men.

Secondly, the project is also functional to implementing the Charter on Local Life<sup>1</sup> (CEMR, 2006), of which several project partners are signatories.

The G4G project partners intend to update their frameworks of economic policies, facilitating the human and professional contribution of women to their regional economy.

The G4G project also reflects the political interest of policy makers of the partner’s territories to tap into women’s potential in “strengthening the local economy with a gender approach”. This interest reflects the knowledge generated and shared in the activities related to the collection of good practice, in order to be better formulate gender-related positive policies and ensure a stronger commitment of all the economic actors, in a long term, strategic policy-making approach.



*In the picture: the G4G partner Regions*

<sup>1</sup> [http://www.ccre.org/champs\\_activites\\_detail\\_news\\_en.htm?ID=773&idca=3117](http://www.ccre.org/champs_activites_detail_news_en.htm?ID=773&idca=3117)

Within this general framework, the project G4G foresees the following objectives:

**Main objective:**

To reinforce awareness of the gender dimension in relation to regional policies of economic development.

**Sub-objectives:**

To carry out technical analyses of regional policies and transfer of practices;

To increase the involvement of politicians, institutions, and social and economic partners (from the local to the European level)

In order to achieve such objectives, the project has been structured into **3 main actions:**

- a) collection of good practices and policies;
- b) evaluation of the collected policies and practices;
- c) transfer of the best practices from origin territory(ies) to recipient region(s).

The collected policies and practices have been identified in 4 main themes, encompassing the main fields in which women presence should be better analyzed and improved:

- 1) Entrepreneurship;
- 2) Employment (including working conditions and income levels);
- 3) Access to work (including education and training);
- 4) Women's participation in policy- and decision-making.

Two main communication and dissemination strategies describe the approach through which the project is implementing and appraising objectives and results:

- ☞ G4G awareness raising initiatives: involvement of political, social and economic parties, open to the Euro Mediterranean countries and partners
- ☞ G4G prize: recognition of innovative initiatives by involving the economic actors and public/private sectors.



## *The G4G Memorandum of Venice: a commitment for local politicians*

The involvement of the decision-making level has been deemed crucial for the transfer of experiences and practices from a region / country to other contexts.

G4G is carried out in the framework of the Interregional Cooperation Programme INTERREG IVC, part-financed by the European Union's Regional Development Fund, a programme that helps Regions of Europe work together to share experience and good practice in the areas of innovation and knowledge economy, by the direct involvement of decision makers.

For this reason, the G4G project has planned, discussed and formalized a declaration among the involved regional authorities. On October 20, 2009 the elected officials of the involved regions met in Venice and signed a declaration (the Memorandum of Venice – see Annex) that commits them to actively pursuing the following objectives within their regional government bodies:

- ☞ To offer a precise picture of each regional situation on women's contribution to their respective economies
- ☞ To create engendered transparency in their local government bodies
- ☞ To take the HR processes forward in the regional organisations, in order to appraise and value women's skills and merit
- ☞ To implement measures for reconciling private and professional lives of men and women
- ☞ To promote equality of representation in their political bodies and in the departments
- ☞ To make public grants/subsidies and public contracts conditional to equal opportunities policies

## ***G4G: the Background***

The G4G project builds on a partnership encompassing seven EU countries: France, Sweden, Italy, Romania, Spain, Hungary and Greece.

In line with the Interreg IVC programme's objectives, the project intends to increase the reciprocal knowledge in the field of gender-oriented policies and strategies. A first, clear and easy-to-read, overview of the state-of-play in the involved regions was a requirement to start sharing such knowledge. In fact, the first part of the project, started in late 2008, has been dedicated to the collection of existing initiatives in the participating regions, alongside with the analysis of the gender-based indicators concerning the economy and the labor market in each region.

The results of this analysis is closely linked to a series of thematic studies that are currently underway and will presented in the next months. In this report, G4G presents some general findings of the collection and evaluation of regional practice/policy, as carried out in the first phase of the project.

Before describing the results of the good practice evaluation, a short introduction to the general relevant indicators that show women's economic contribution to their respective social/economic contexts is given in the table below (Table1). Such indicators reflect the thematic approach and the breakdown into 4 main themes: employment, female entrepreneurship, access to work, women's participation.

<b>Country</b>	<b>Female Employment</b>	<b>Female Entrepreneurship</b>	<b>Women &amp; Decision Making</b>
<b>HU</b>	<b>44,1 % (2008)</b>	<b>41%</b>	<b>9,1%</b>
<b>GR</b>	<b>47,9% (2008)</b>	<b>28%</b>	<b>17,3%</b>
<b>SW</b>	<b>74% (2008)</b>	<b>26,5%</b>	<b>45%</b>
<b>IT</b>	<b>46,4% (2008)</b>	<b>23,8%</b>	<b>21,3% (Lower H.) / 18,3% (Upper H.)</b>
<b>RO</b>	<b>52% (2008)</b>	<b>-</b>	<b>11,4% (Lower H.) / 5,8% (Upper H.)</b>
<b>FR</b>	<b>60,1% (2008)</b>	<b>28%</b>	<b>18,9 (Lower H.) / 21,9 % (Upper H.)</b>
<b>ES</b>	<b>52,8% (2008)</b>	<b>33,8 %</b>	<b>36% (Lower H.) / 30,8% (Upper H.)</b>

*Table 1: Women's participation to economic activities in G4G countries (2008)<sup>2</sup>*

As G4G argues, these four themes are closely interrelated to each other. The most evident issue remains the permanence of different structural and cultural "gaps" that still hinder regional (but also national) social-economic progress to embed, recognize and appraise women's potential and actual contribution to overall growth.

Although with distinctive country dynamics and to different degrees, all regions show a general weakness in their systems, even in situations that can be considered "good practice", that (for simplicity sake's) can be referred to as a persisting inconsistency or imbalance between women's role and contribution to society and their agency / representation in places where they can decide politically and economically such a role and contribution.

<sup>2</sup> The data had been collected through questionnaires distributed by G4G Research team to each partner.

Interestingly, high rates of female employment do not necessarily lead to high rates of women in decision-making positions. So, even where more women do have a job, this does not automatically translate in equal representation in the social and economic life of their country.

G4G, in line with the EU approach, pays attention not only to macroeconomic data on employment and female entrepreneurship, but also to the problem of the gender pay gap, another main indicator of social and economic development and gender equality.

Gender pay gap is the average difference between men's and women's hourly earnings within the economy as a whole. Across Europe women earn on average 17.8% less than men and in some countries the gender pay gap is widening. Gender pay gap also has an important impact on lifetime earnings and on women's pensions. Earning lower pay means having a lower pension and it causes a higher risk of poverty for older women. This gap is the consequence of ongoing discrimination and inequalities in the labor market which, in practice, mainly affects women. The pay gap is linked to a number of legal, social and economic factors which go far beyond the single issue of equal pay<sup>3</sup>.

However, pay gap is not the sole indicator of the overall equality between women and men since it only concerns salaried persons. It must be looked at in conjunction with other indicators linked to the labour market that usually reflect the different working patterns of women.

Another barometer of the "power pressure" of women in the modern economies is the number of women in decision-making positions. Even though women are increasingly represented in the workplace and major advancements have been made in this regard over the past generation, and the financial crisis has hit male-dominated industries hardest - with manufacturing and the construction sectors shedding jobs - a different picture emerges when examining the fact that men still dominate senior management positions in boardrooms (in ICT companies in particular) and are significantly more likely to run their own business.

Statistics alone may be insufficient to draw a realistic picture of the situation. In order to correctly interpret data and cross-analyze them with qualitative information, G4G has carried out an investigation to identify and evaluate the most significant projects and programs having a strong effect on women's conditions in the participating regions. The overall methodology, the collection of information, the evaluation process, and the strategy for transferring the most successful experiences from one country or region to another, are described in the next in the next paragraphs.

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<sup>3</sup> <http://ec.europa.eu/social/main.jsp?langId=en&catId=681>

## **The methodology:**

In order to guide partners in a first selection and identification of practices and policies, which have been gathered through a structured questionnaire, 10 criteria for practices and 8 for policies have been identified (see Annex 1 and 2). The identified criteria have been used in the whole process of selection, evaluation and benchmarking. Details on how the criteria apply to the identified practice have been highlighted in each practice/policy. Importantly, not all criteria have been applicable to each practice. In general a combination of two or more criteria has been the starting point for analysis.

### **Criteria for inclusion as a good practice**

1. Rights-based approach.
2. Relevance.
3. Positive and Measurable Impact
4. Potential for replication and extension (adaptability)
5. Degree of integration into mainstream work and processes
6. Innovation/creativity/originality.
7. Broadly based and participatory (public private)
8. Sustainability
9. Effectiveness & Efficiency
10. Reinforcement of capacity of regional/ local partners for empowerment and equality

### **Criteria for inclusion as a good policy**

1. Relevance
2. Positive and Measurable Impact
3. Coherence with other initiatives / strategies
4. Animation Power
5. Sustainability
6. Effectiveness & Efficiency
7. Equality Capacity Building power
8. Transferability

The G4G research staff elaborated a format for the collection of the good practices and policies. In order to collect more detailed information two different forms had been created, one for the practices and one for the policies (see Annexes 2 and 3).

Notably, there are some differences between them. The policy questionnaire is more focused on the “legal basis” (question n. 4) and on the indirect effects that a policy can generate in terms of gender equality (question n. 7 and the sub questions at n. 5), while the practices questionnaire pays more attention to the concrete aspects of the action to be reported, such as duration (question n. 7) and partnership (question n. 6).

Once collected, each partner has been asked to reinforce the analysis by conducting a number of interviews and focus groups, through which local experts have been activated and directly asked about the efficiency, the effective implementation and results of the practices / policies concerned.

## ***The 4 Thematic Areas***

In order to preliminarily identify the practices and policies to be collected, G4G has agreed to generate 4 thematic areas, which - as already said - are closely interconnected, but that have helped guide the information gathering step. The four thematic areas are:

### **1. Entrepreneurship**

This area includes all practices and policies dealing with business planning, networking support, finance access, investment in innovation-driven sectors, both knowledge-based or environmental, also starting from traditional sectors.

The relevance of this area is linked to the fact that the development of “female entrepreneurship” is one of the main indicators of the role and significance of women in the economic fabric of a country. Collecting the most recent practices in each partner’s area has allowed G4G partners to acquire information concerning the activity rate and the quality of women’s entrepreneurial activities, and to analyze the most successful actions undertaken in this field.

### **2. Access to Work**

This second area verifies the existing experiences that aim at reaching a balance or conciliation between professional and private life of both men and women, the effectiveness and existence of services of general interest (care, mobility) for women and their families, actions that encourage or promote a fair sharing of domestic tasks, as well as the existence of appropriate training or corporate policies.

This area is mainly focused on the collection of practices and policies aiming at helping EU women manage life when the need for a better balance between work and life emerges. Several studies have repeatedly highlighted that the existence of structured and efficient support measures and actions facilitating a work-private life balance enable women to get a better job in the labor market, and—most importantly—better contribute to productivity and career management .

### **3. Employment**

This third area encompasses more general issues related to women as employees, by looking at practices /experiences that range from projects overcoming horizontal or sectoral segmentation, promoting wage equality, equal careers, working conditions, struggle against sexual harassment, just to mention the main issues that hamper women's conditions in the labor market.

While the previous area was mainly targeted to single out all the activities, projects or programmes directly influencing women's access to labor market, this area is mainly focused on equal consideration and opportunities in their working career.

### **4. Women Participation**

The last identified area deals with all the mechanisms and rationales behind the access of women to "political and civil participation". In particular, all those practices/policies that have enabled women to reach decision-making positions, both at corporate, social and political level, and have furthermore allowed to keep such positions.

## The Analysis of Best Policies

In the first phase of the described methodology, G4G has collected 15 policies as “good examples” for a potential transfer of strategies and measures to improve gender equality in the four thematic areas. A first analysis of these policies helps clarify and understand how they had been planned, structured, formulated and implemented in each partner’s area. This chapter describes the main results of such analysis, starting from a quantitative insight on:

- duration
- topic
- funding
- territorial coverage

As to **duration**, the majority of the analyzed policies have been in place for more than 4 years, only 2 policies have been existing for less than one year. Because policies are meant to be long-term, aiming at having lasting impact over time on local, regional or national frameworks, these results are not surprising. Changing cultural and social stereotypes, and perception requires long-term and measures that are constant over a period of time.

In terms of **topics**, differently from the G4G practices, policies show less focus on awareness-raising and promotion while more attention is generally paid to female enterprise creation, and education and training. While collected practices are more time-limited, usually a project of short or medium duration, policies by their nature define strategies, more complex and structured, and are the political response to higher-level issues.

In terms of **partnership**, the identified policies show a restricted number of stakeholders actively involved. The composition of the partnership is an indicator of governance capacity. The small number of partners though does not necessarily have a negative effect on the effectiveness and efficiency of the policy, rather, it may give some information on the way that the policy has been formulated and how it is concretely being implemented.

Finally, concerning the **territorial coverage**, almost all the collected policies are implemented at regional and national level. The institutional level in which the policies are inscribed reflects the different functions and the decentralization level in place in each country involved in the project.

Following the first mapping of the policies and practices, the G4G research team has started a more in-depth evaluation of the collected information, identifying one expert in each partner region to assess, according to a rating system, each indicator in a comprehensive database of the collected policies.

Some basic statistics has been used to give a general feel for the evaluation process. Each policy has received an individual general score by each expert, as an average of each rated item. An overall “transregional” rate for each policy has been calculated by averaging all individual assessments. This is how the seven good policies in G4G have been identified.

	Name of the Policy
FRA	ACOM (objectives and resources framework agreement) for the development and modernisation of apprenticeships.
ITA	Measures for the promotion of new enterprises and innovation for women entrepreneur - L.R. 1 / 2000
SPA	Agreement between the Ministry of equality and the Government of the Balearic Islands for the promotion and encouragement of self-employment of women.
ROM	Development of entrepreneurship culture among manager women from small and middle-sized companies.
SPA	Strategic Plan on the uses and management of times in everyday life (2008-2018). Department of Social Action and Citizenry. Government of Catalonia.
SWE	Policy for gender equality in the city of Göteborg
SWE	Parental Leave in Sweden

Table 2: the seven good policies

The most challenging aspects of the policies are linked to their “Sustainability” and “Effectiveness & Efficiency”, followed by “Positive & Measurable Impact”. The relatively low score on “sustainability” can be tightly connected to the global economic crisis effects on national and regional budgets, where less and less funds are available and where social and cultural policies are usually penalized by bigger cuts. Moreover, gender equality remains a “social matter” and must be tackled not only by political and economic changes, but also from the society itself, through cultural changes.

“Effectiveness & Efficiency” and “Positive & Measurable Impact” can be considered as “structural lacks” of the policies all over Europe: often, the effects and the results of national or regional policies are not immediately measurable or visible to all, because they imply a long-term evaluation; moreover, having a long-life span that put together structural and integrated solutions they require sophisticated methods of evaluation that many local authorities, with few exceptions, are still lacking.

High rates have generally been scored in the “Relevance” and “Transferability”. The good score in transferability is particularly significant for the purposes of the G4G project. The assessment of the policies has therefore confirmed that, even with the due precautions, (see chapter 4) the policies refer to common issues and are structured in ways that can be realistically transferred to other contexts/areas.

**Animation power** is generally crucial to ensure sustainability and transfer of a policy, because it refers to an important concept: governance. Decision makers use a participatory approach which involves all levels of stakeholders starting from the planning and definition phase. A bottom up approach is convenient, because it is concretely linked to the real users / target needs. An accurate knowledge of the actors to be actively involved in this process of transfer is crucial in each case. Not only knowing “which kind of actors” to involve, but also “which role they are going to play” become the cornerstone for the success of the transfer process.

Another fundamental element for the transfer of a best policy from a region to another in a different country is the “**equality capacity building power**”, that is the effectiveness of a



practice to strengthen the equality capacities of local and economic partners, who promote effectively gender participation in economy; at the same time, they emphasise the importance of equality and family rights. Possibly, the most attractive aspect in terms of “capacity building power” in the field of equality is the great attention of the policy to “training”, with a particular focus on the managerial capacities of women and potential female entrepreneurs.

The collection of policies by means of the questionnaires has been complemented by an evaluative process of a more qualitative nature, which has taken shape in a number of focus groups (in total 13) and structured interviews (about 50) to practitioners/policy makers directly involved in the planning and/or implementation of the policies. This section reports some of the highlights of this phase of the methodology and helps define the main issues related to “good policies” and their potential for transferability through a qualitative slant.

The recurrent theme of participants and interviewees has been that, an evaluation of the policy needs to be embedded in the specific context where it is planned and applied, and no fair comparative evaluation, also with a view to transferability, can be easily carried out with unequivocal and positive results. This means that a single policy, especially if focused on complex issues such as gender equality, cannot be transferred without a “local feasibility study” based on both the historical and traditional behaviours of the local communities, and on the actual social, cultural and economic situation in each area. Nevertheless, the focus groups have tried to assess the strengths and weaknesses of the identified policies in their implementation contexts, by trying to pin down, on one side, the main “implementation bottlenecks” of each particular situation, both at social and economic level, and, on the other, the success factors.

## ***Conclusions and recommendations***

With a view to the ultimate objective of projects such as Gender4Growth - namely transfer - it is important for specific policies to include a holistic approach.

Policy transfer entails the presence of many other requirements to be effectively implemented, other important criteria need to be taken into consideration (see Chapter 4). First, good policy have to move away from stereotypes towards fact-based data. The most frequent risk in formulating a policy from and to different levels is often to imagine the same implementation background, based on existing stereotypes, leading to wrong strategic plans and to unsuccessful experiences.

### ***All about Communication***

- ☞ Tailored communication and dissemination remain a pivotal factor for the success of a policy. Promotion of a policy, even if efficient and well structured, is one of the most difficult activities;
- ☞ Implementation of a targeted and capillary information campaign towards the potential beneficiaries, taking into consideration each aspect of “diversity” (not only gender, but also age, territorial location and social exclusion) is not an easy task, however it the most powerful tool in the hands of policy makers;
- ☞ When creating coherence among different policies/strategies, good communication can make the difference, especially public or institutional communication;
- ☞ The “urban / rural gap” is an element to be carefully considered when testing the transferability of a policy from one of the most economically developed urban areas to rural areas;
- ☞ To be successful and effective in this context, a transferred policy needs to revise its “communication and dissemination strategy” for rural areas, by foreseeing different communication tactics and tools.

### ***Effectiveness and Sustainability***

- ☞ In the light of the global economic downturn, policies that are exclusively funded by the public sector are very difficult to sustain in the future. It is therefore necessary an effort and investment by all actors – especially the private sector - and a diversification of financial contributors, without a total dependence on public funds;
- ☞ Sustainable policies entail a process to transfer and create a sense of ownership of the policy principles to other stakeholders, in particular companies, social partners, concerned civil society organizations and individual citizens;

- ☞ Good governance includes a good balance between fact-based top-down and bottom-up approach focused not only on the number of stakeholders but most of all on their quality, role and active involvement;
- ☞ A vertical approach and the appropriation of the local level of structural and nation-wide (often European) strategies has proven to be effective;
- ☞ Flexibility, which includes ongoing monitoring systems forecasting measures and continuous evolution/adaptation over time, can increase both the positive impact on the target groups and the sustainability of the policy in place.

### *Capacity building for diverse actors*

- ☞ The design and the flexibility of a policy to adopt and deploy measures that meet the diversity of needs of women defines its positive value as equality capacity builder;
- ☞ The **diversity approach**: migrant women are only one example of the diversity of women and the necessity to deal with ad hoc strategies when relating—for example—to young, disabled, uneducated or elderly women need to be matched by strong comprehensive social-economic inclusion policies;
- ☞ Social and cultural differences, and the different perception of women approaching - for example - enterprise and risk, also makes an argument for careful situation-based planning and implementation of equality capacity-building actions;
- ☞ Countless factors related to subjective qualities may limit the inclination of women to productivity. Individual or group capacity-building policies can be effectively designed and deployed to overcome such weaknesses. Some of them - the most macroscopic ones- have been directly dealt with in the analysed policies: age, cultural background, education, rural/urban settlements.

## Best Practices Analysis

The same methodological steps that have been used for the analysis of the regional G4G policies have concurrently been taken for the selection and benchmark of the collected practices.

G4G has collected a total of 41 practices in the four thematic areas. Concerning the methodology, as in the case of policies, the quantitative analysis is based on items in the Collection Grid.

The same indicators used for policies have also been applied to the mapped practices:

- Duration
- Topic
- Partnership
- Territorial Coverage

The **duration** of a practice is one of the most important indicators because it is often linked to its future sustainability or at least to its mainstreaming process. A one-year practice in the field of gender equality may result as a “standing alone action”, with short term results, even if it achieves all its objectives, and therefore it may have limited impact in the long run. Moreover, a longer life cycle of a practice calls for a continuing financial commitment, even when it may have a commercial value.

The number of practices that have a relatively short life arises issues of sustainability. This reflects, on one side, the experimental character of most of these practices, and on the other, the need for the project promoters to elaborate and create alternative and effective follow-up strategies for further sustainability.

**Topic:** A preliminary classification of the practices collected follows a content-related criterion, in order to get a better idea of the most recurrent fields of action of gender equality- oriented initiatives in partner’s areas. The practices dealing with “job facilities” are mainly focused on parental leave and are implemented where these kind of resources are not yet well developed. Most of the practices are aimed at “Raising Awareness and Information”; such data are far more significant considering the fact that most of the practices classified as “Education and Training”, are designed for capacity-building and awareness-raising of employers and decision-makers through training activities. This group of practices is distributed among all the participating regions demonstrating that in all Europe the need of sensitize and promote gender equality still persist. Interestingly, a limited number of practices deal with “Enterprise & Financial Support” for female business. Nevertheless, there may be a number of initiatives working on financial support and enterprise creation specialized on gender that have not been intercepted by the G4G analysis, mainly due to their private or commercial nature.

**Partnership:** The capacity of an action to put together different kinds of subjects and expertise is crucial for a better implementation, for a stronger participation and for an efficient dissemination of its results. The size of the partnership therefore can give some useful information.

Over half of the collected practices are managed by a single responsible partner, however, most of these practices activated a “second level network”, not directly funded by the practice but involved in a second stage and therefore not initially detected. Only in transnational practices (mainly EU projects) the partnership is larger. A general trend emerging from the analysis is that the larger the partnership, the larger the territorial coverage of the practice: the majority of the practices having a regional or international dimension are carried out by a network of more than 5 partners.

In many cases, the size and the composition of the partnership play a great role in improving the level of sustainability and, most of all, in the transferability of the practice. In fact, the active participation – also in terms of financial management – of different subjects, in particular if located in different countries, can facilitate the exchange of expertise and the transfer of methodologies.

**Territorial coverage** of the actions is strictly related to the partnership’s dimension. The only two practices operating at national level have been collected in Greece. Most of the practices are local and regional (75,6%), while 18,3% have a transnational nature. Such data give some insight on the set-up of such practices: local and regional practices are often an adaptation of previous or running national or transnational experiences.

A further analysis of the territorial coverage shows that the adaptation of higher-level practices to specific regional needs remain a approach for effectively implementing context-based and tailored local solutions to general issues, that often represent innovative features as part of the adaptation to specific backgrounds.

The qualitative analysis is built on a methodology that replicates the one used for the good policies evaluation. As for the policies, a set of criteria also for the good practices evaluation had been created in order to obtain a comparable assessment of each project. Each selected practice (total: 22) has been evaluated by a “national expert”, who was asked to give a score for each criterion, in order to have a general rating of the practices considered.

The quantitative analysis demonstrated that a great number of practices have been implemented with the aims of informing and raising awareness on gender equality. Information and Awareness Raising activities can help shed light on many of the identified relevant indicators, as they refer to the practice’s strategies to promote gender as a relevant resource for regional economies

Some recurrent strategies and specific actions that aim at informing and raising awareness can be found among all practices. For simplicity’s sake some key issues have been identified to help guide the analysis.

**Networking:** To promote basic rights and to become relevant to the public opinion and policy-making, information and awareness raising must reach as many people as possible. Moreover, when the message or service to be conveyed is particularly sensitive (as in the case of denial of human rights as effect of domestic violence or abuses) information on gender needs to be embedded in a broader framework to be effective on multiple levels. To empower and build capacity – both at individual, group and institutional level – all practices have defined ways to build or activate networks.

Furthermore, networking allows all involved stakeholders to strengthen their competences and knowledge on the issues concerned, through a continuous exchange of information and

experiences. In other words networking is a method of capacity-building resulting in overall improvement of services and information delivered in qualitative terms.

**Target Identification:** to be relevant and effective, awareness raising and information require the identification of multi-level targets. The analysis of the target groups of the information & awareness raising activities of the practices also give some indications on how such activities need to be geared and tailored according to such groups in order to achieve relevance and to have an impact in society at large. Most practices identify **two target groups**: on one side the economic actors, in particular the companies as employers (breaking stereotypes, gaining more flexibility for female workers, etc.) and on the other side the employees (empowerment, business orientation, motivational training, etc.).

If at both ends of the economic system employers and employees are the direct beneficiaries of information and awareness raising actions, a wide range of intermediate actors, mostly practitioners and policy makers, are also targeted. By targeting institutions dealing with social and labour policies the communication actions serve another important purpose, that is, to pave the way and to initiate mainstreaming processes.

**Cultural norms and gender:** Another important issue with regard to awareness raising is the meaning of gender roles as cultural connotations, because gender is a socially constructed category, whose behavioural and cognitive features reflect the same social structure that assigns roles and characteristics to gender. In this respect, the evaluation and the debate on the awareness raising activities unsurprisingly reveal that all practices still have a long way to go to change cultural norms and behaviour.

The cultural prejudice undermining the effectiveness of actions aiming at increasing equality between women and men in the economy is reinforced by a widespread job organisation which is still anchored to rigid male-dominated schemes and unwilling to invest in different skills and by the fact that women's choices toward motherhood are understood by employers as a potential risk factor.

What emerges from the analysis of this aspect is that the tools to improve labour flexibility are not sufficient if the general culture won't change.

Men's stereotypes about women clearly refer to imbued cultural values but the same can be said of **stereotypes and self perception of women about themselves**.

Data show a persistent gap between the male and female perception of autonomous work between the different countries. On whether these trends have their roots in cultural attitudes or are rather the result of specific lack of support and incentives from the public institutions, the G4G focus groups participants seem to point the finger at the cultural superstructure that permeates women's perception about themselves.

When tackling gender roles and stereotypes, awareness needs to be raised in terms of male and female roles by targeting men in their role of active fathers and family members whose parental role can be reinforced by sharing with female partners tasks and time.

**Education and gender roles:** Generally, awareness of social models that reproduce gender stereotypes and may hinder processes leading to gender equality have been targeting that part of population whose social roles are still forming as part of their education process, namely young people. In this regard, the Greek practice named "Reconsidering the Role of Men in Work and Private Life" addresses **youth** through actions mixing education and gender-equality awareness raising starting from an early stage of life.

**The (neglected) role of Media:** The Beijing Declaration and Platform for Action, adopted at the United Nations Fourth World Conference on Women in September 1995, highlighted the key role of media to promote gender equality in all spheres. All stakeholders are called to join forces to combat “stereotyping of women and inequality in women's access to and participation in all communication systems, especially in the media”.

Only one practice has foreseen an active involvement of the Media as partners in information and raising awareness activities. This finding poses questions that go beyond the scope of this report, but once again it stresses the crucial aspect of cultural hegemony in the mainstream media which still reflect and perpetuate gender stereotypes in a traditional, male-dominated economy.

The second strategy aimed at a better inclusion of women in the economic systems is training. Seven practices out of 37 (18,9%) are focused on improving the competences and skills both of practitioners and women as recipient of training courses.

- a) public and private operators and social partners;
- b) teachers and students;
- c) women, and migrant women in particular;
- d) graduates and bachelors in the social science field.

Each target can be considered crucial for an effective achievement of the original aim, while the training methodology varies from one practice to the other, as does the role that the trainees play. Practices which set knowledge, awareness and training as the focal points of activities complement other actions aiming at offering tools and skills to women who are interested to become economically active in their areas.

Even in most thriving European regions such as the Veneto and West Sweden, the economic gap between urban and rural areas remains a priority to support the overall growth of the territorial systems. While in the urban context the opportunities for creating business are facilitated by the density of population and the wide range of economic sectors present in the city, the rural areas, increasingly depopulated and depressed, seem to present fewer chances for women.

Practices carried out in rural areas targeting women such as the ones identified by G4G show – against all odds–a great degree of innovativeness, anticipating in many respects the “green” approach to economy which will become more and more central to Europe to remain competitive in a globalized economy, as the 2020 Strategy indicates. These practices underline how women are an asset and can be at the forefront of sustainable and creative ways to bring together traditional sectors, the advances in technology and organizational behaviour.

**The impact of the global economic crisis on good practices:** Most of the strategies and programmes failed to reach the expected results or are presently having extreme difficulties in terms of implementation (lack of resources, lack of results, strong resistance of firms and companies and so on). Focus groups underlined the effect of the Global Economic Crisis on

policies and practices not only an economic level, but how it has also generated negative effects also on “service delivering capacity” of Public Institutions or bodies:

The most evident consequence on gender equality strategies is a “crash” – similar to that of the overall economy – of social policies targeting women. This shows the weakness of the programmes and strategies in a period of crisis and the necessity of coping with these structural problems in future decision making process.



## Conclusions

At a first glance, practices could seem more concrete and effective than policies. More tangible results, well defined time-plans and clear partnership based on common objectives and expected results. Moreover, practices seem more independent from political will because they are often transversal to the governments in terms of duration and also in terms of management.

But, in the current state of things, it is necessary **to exit the logic of “good practices” and switch to the logic of structural solutions**, especially in order to contrast the current economic climate to cause a dangerous regression in which, essentially because of the lack of funds, even the good practises till now achieved will be lost.<sup>4</sup>

The problem is that, beyond the concrete and tangible practice results (most of the times useful and effective), sustainability over time is still a inherent weakness. This leads to the creation of dangerous expectations among the beneficiaries, unavoidably unmet if fund are not allocated in the follow-up activities after the end of the practice's life cycle. And this fund availability can be ensured only by political commitment, following strategic agreements or plans linked to more structured policies.

The qualitative analysis carried out show how the **main fields of action** are awareness raising & information, training & knowledge improvement, and female enterprise promotion. It is possible to draw some significant lessons from the practices collected in each field:

### Awareness Raising & Information

- ☞ When the message or service to be conveyed is particularly sensitive (as in the case of denial of human rights as effect of domestic violence or abuses) information on gender needs to be embedded in a broader framework to be effective on multiple levels;
- ☞ To empower and build capacity consists of guiding different stakeholders towards common goals for the overall long-term benefit and of actively involving them through “binding commitments” leading to a network creation ;
- ☞ To be relevant and effective, awareness raising and information require the identification of multi-level targets. On one side the economic actors, in particular the companies as employers and on the other side the employees In countries where gender equality has been long tackled as part of economic development the target moves from companies in general to more specific roles within the organizations;

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<sup>4</sup> Veneto Region, Focus Group 1, conclusions.

- ☞ Job organisation is still anchored to rigid male-dominated schemes and unwilling to invest in different skills and to women's choices toward motherhood are understood as a potential risk factor by the employers. Tools that only aim at improving labour flexibility are not sufficient if the overall business culture does not change.

## **Training & Knowledge Improvement**

- ☞ The different training actions had similar goals, but different targets. Similar results can be reached by targeting different and strategic target groups: a) public and private operators and social partners; b) teachers and students; c) women, and migrant women in particular; d) graduates and bachelors in the social science field.
- ☞ Each target can be considered crucial for an effective achievement of the original aim, but the training methodology required significantly varied from one practice to the other, so did the role that the trainees played;
- ☞ A good number of "training and education practices" are focused both on promoting and strengthening business skills in women and promoting the gender dimension in organizations so to favour the creation of a business mind among professionals and managers of both sexes.

## **Female Entrepreneurship Promotion**

- ☞ The importance of urban – rural context: even if in the urban context the opportunities for creating business are facilitated by the density of population and the wide range of economic sectors present in the city, there are some significant practices that show that women are giving a fundamental contribution in rural areas, especially thanks to positive externality i.e. the creation of a women friendly business environment who creates a number of women-managed firms (conciliation, training courses, promotion of work-life balance facilities and a support network);
- ☞ Practices carried out in rural areas targeting women anticipate in many respects the "green" approach to economy which will become more and more central to Europe to remain competitive in a globalized economy, as the 2020 Strategy indicates.
- ☞ Practices underline how women are an asset and can be at the forefront of sustainable and creative ways to bring together traditional sectors, the advances in technology and organizational behaviour;
- ☞ In general terms, the gender approach is extremely useful also for a correct interpretation and forecast of the global economic crisis effects and consequences.

## Transferability, Limiting & Enabling Factors

The collection and the evaluation of the best practices and policies examined in the other chapters is the preliminary step for the G4G project to pave the way towards a real exchange of experience among countries and regions.

During this phase, project partners and related stakeholders had the opportunity to improve their knowledge concerning how gender equality can be favoured all around Europe, thanks to a portfolio of already structured, implemented, tested and evaluated actions (practices and policies).

Starting from the Interreg IV C official definition of transferability, partners and experts have been asked to analyse the concept of transferability, and in particular the evaluation of the potential success and endangering factors. The results are the following charts that summarize the work done by two expert groups:

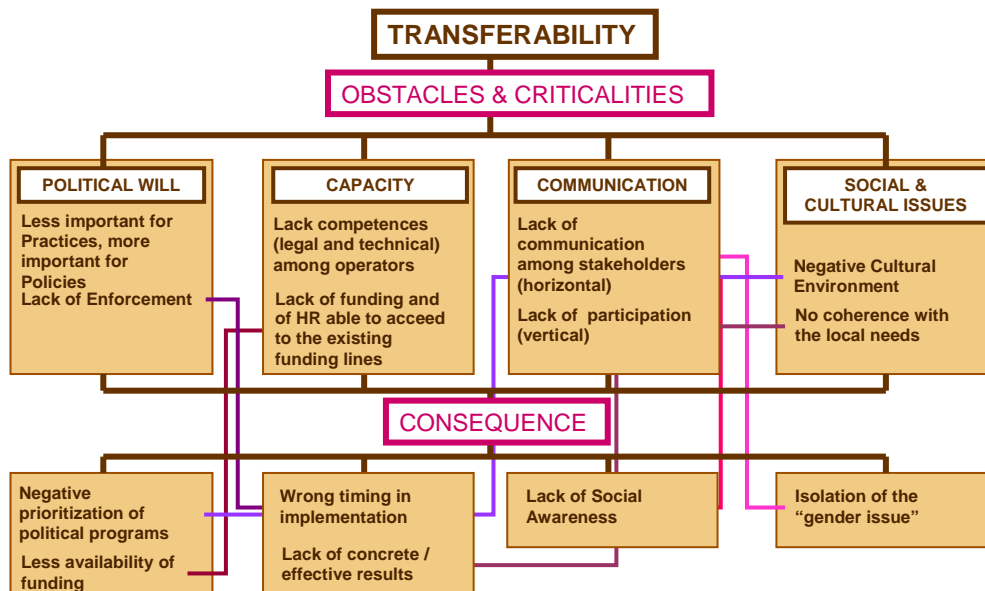


Chart 1:

*"obstacles and limiting factors of transferability"*

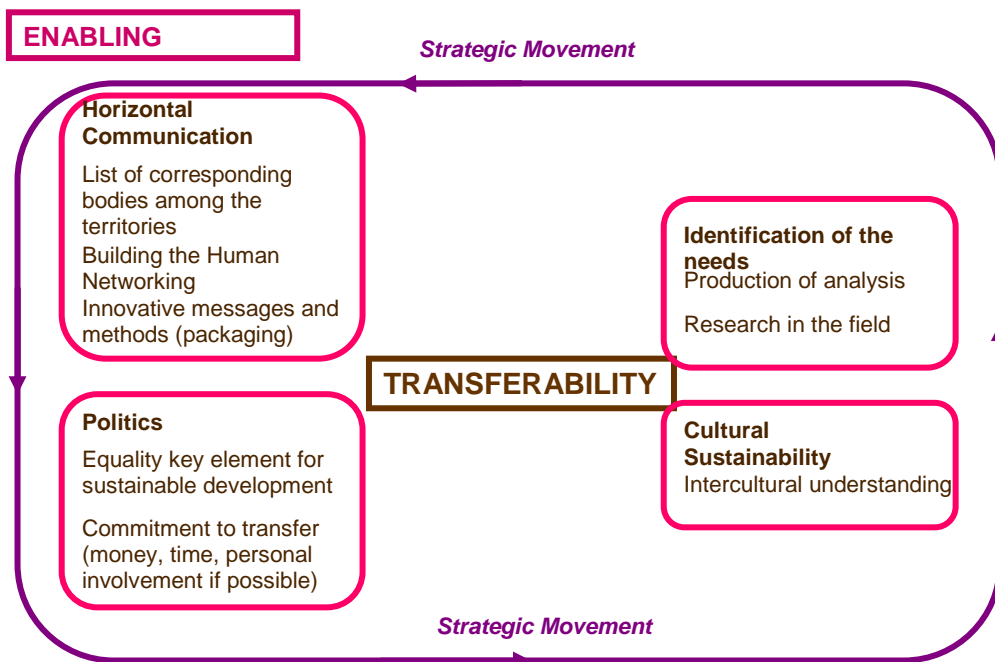
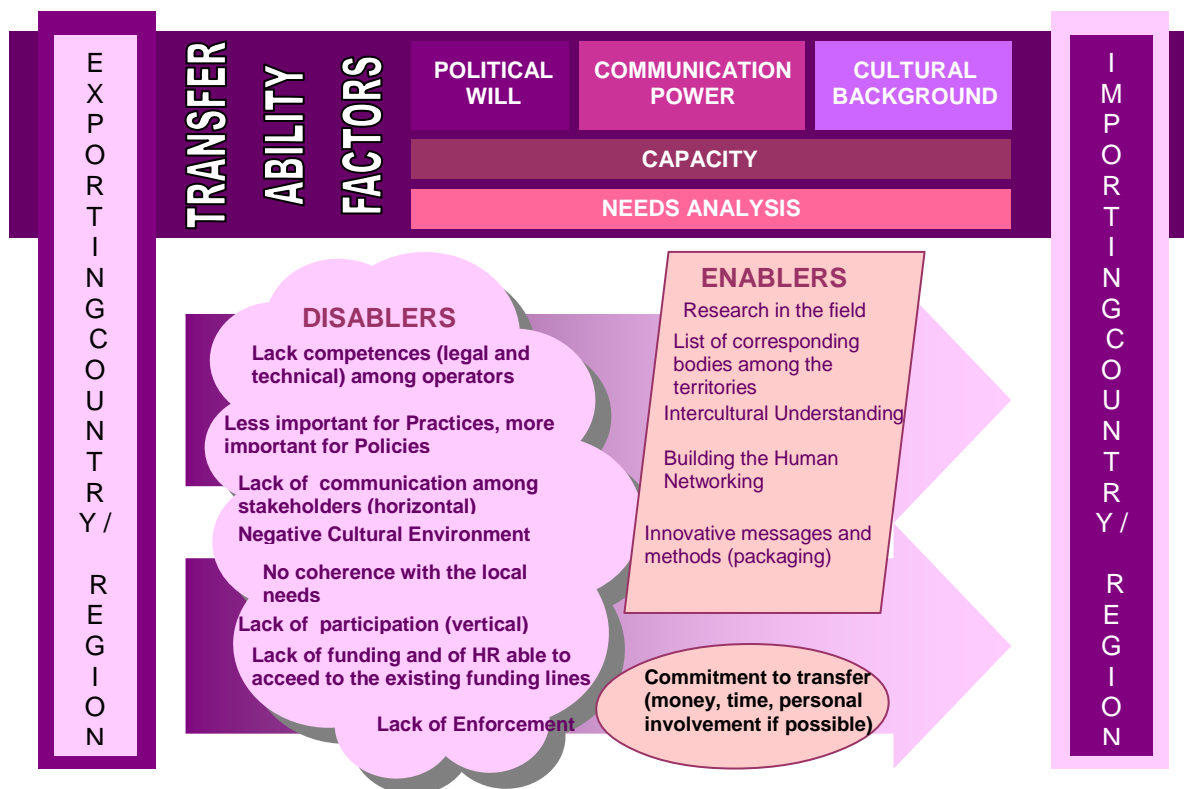


Chart 2: "enabling factors of transferability"

In both charts the aspects of political will, communication and cultural background are listed, but while the criticalities chart added "capacity" as one of the main issue, the enabling factors chart considers the identification of the needs as one of the four crucial points of attention.

A synthesis of the two work groups results is a systemic approach to transferability as shown in Chart 3.



## ***Conclusions***

The main lessons learned from the transferability exercise, in positive and negative terms, (that is, presence or lack of) refer to **4 general categories** of factors that make it possible for a practice/policy to be transferred from one region to another:

### ***POLITICAL WILL***

- ☞ Gender inclusion as a strategic issue for overall sustainable social and economic development of regions;
- ☞ Politicians need to commit to policy supported by and informed on fact-based needs and knowledge of the territory;
- ☞ Interconnectedness and consistency of gender issues with other development /cohesion policies;
- ☞ Includes both bottom-up and top-down approaches

### ***COMMUNICATION***

- ☞ Multi-stakeholder-communication taking place at both horizontal and vertical levels
- ☞ Participatory approach
- ☞ Accessibility, that is “packaged” and tailored for different targets
- ☞ Experts and champions are critical assets in the communication process

### ***CAPACITY***

- ☞ Consistency with adopting area’s environment and functions/competences
- ☞ Financing availability to implement practice/policy
- ☞ Right timing in the implementation
- ☞ Presence of skills or possibility to build necessary skills of policy-makers, practitioners and involved stakeholders

### ***SOCIO – CULTURAL APPROACH***

- ☞ Coherence with local policy priorities on gender approach
- ☞ Adaptability to general local social/cultural context
- ☞ Intercultural understanding between source and adopting regions
- ☞ Strategic movement approach

## Short Description of the Selected Good Practices and Policies<sup>5</sup>



### **ACOM (objectives and resources framework agreement) for the development and modernisation of apprenticeships.**

**Country: France - Promoter: Ile-de-France**

#### **Policy theme/issue tackled by policy**

Initial and continuous vocational training is essential to improving access to the workplace. Although the State, the Region and social partners make a major effort to prepare the future of young people in the Paris area, the rate of those leaving initial training without a formal qualification is 9% in Ile-de-France compared to an average of 7.5% for metropolitan France. At the same time, the employment and vocational integration rates for young people are deteriorating in Ile-de-France. Although they are less concerned by long-term unemployment than previous generations, the jobs they hold are often insecure and alternate with periods of unemployment. This back-and-forth process, which is insufficiently structured to turn experience acquired to full account, generates an alarming degree of social insecurity.

#### **Activities, Processes & Stages**

A "combating discrimination in apprenticeships" action plan provides for the following in 2009: a specific call for projects aimed at CFAs, intended to combat all types of discrimination and to promote sex equality; drafting of a regional information brochure mainly aimed at companies including gender statistics; to combat stereotypes, the creation of a book of apprentice portraits, following the travelling exhibition "L'apprentissage au féminin" (apprenticeship for women) which visited the CFAs in the Paris area subsequent to work conducted on the ground with a professional photographer; an "Apprentissage au féminin" award; an "Apprentic au féminin" trophy: showcasing the high-tech skills of the apprentices; organisation of the 4th apprenticeship meetings on the theme of apprenticeship for women

#### **Results achieved and impact**

This assessment enables a mid-way identification and analysis of the actions undertaken as part of the performance of the ACOM. Analysis of results noted for this initial period could lead to adaptation of actions in line with the overall objectives.

From autumn 2004 to autumn 2007, apprentice numbers rose by almost 20% to 85,305 young people welcomed in Paris area CFAs for 2007/2008. The rise in numbers throughout the period under consideration benefits all training levels. Accommodation for apprentices :The CFAs have the option of signing a free "reservation agreement" with FJTs (young workers hostels) The aim of this agreement is to facilitate access of apprentices to the hostels and so limit failure related to uncertainties over accommodation. This measure is producing excellent results. An estimate based on the number of hostels which are representative of the network reveals that the numbers hosted rose 41% between 2006 and 2007, whereas they only rose 16% between 2005 and 2006 and even fell between 2004 and 2005 (-8%). Thus, in 2007, the FJT network hosted almost 1,000 apprentices compared with just 690 in 2006.

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<sup>5</sup> The full description and of all the best practices and policies collected by the project G4G are available at the following web site: <http://www.gender4growth.eu/>



## Measures for the promotion of New Enterprises and Innovation for Women Entrepreneur - L.R. 1 / 2000

### Country: Italy - Promoter: Veneto Region

#### Policy theme/issue tackled by policy

The overall aim is to of this policy is facilitate investment programs within the local units located within the territory of the Veneto Region; for women enterprise aimed at new activities and the adoption of innovative processes or to diversify the products / services.

#### Activities, Processes & Stages

The regional Law financing expenditure, still to be incurred before the date the application submission, relative to:

- a. new construction, renovation, alteration, extension and / or action on adaptation of premises used or to be assigned to the performance of the company. The expenditure on real estate can not exceed 80% of total investments;
- b. acquisition of machinery and equipment necessary for the enterprise, including the means of transport for external or internal use, with the exception of cars;
- c. Intangible assets: acquisition of patent rights, of licensing and unpatented technical knowledge;
- d. studies, design, consultancy: limited to those related to the investment program, not related to ongoing or services or to the normal functioning of the enterprise. The amount for this type of costs can not exceed 10% of investments allowed.

The facility is structured as follows: - a capital contribution (to grant) equal to 15% of the project cost admitted and realized - a bank financing-soft loan amounting to 85% of the project cost admitted and realized, disbursed as follows:

- 1.- 42.50% of the project cost admitted at zero rate ;
- 2.- 42.50% of the cost of the project allowed a variable rate indexed 3mp annuum plus a maximum spread of 1.5 percentage points.

Eligible amounts: From 20,000.00 to 100,000.00 euro. The duration is up to 7 years (including a period of max 2 year for depreciation) Real estate Investment 10 years (including a period of max 2 year for depreciation) Investment (mostly) real estate. possibly assisted by a consortium guarantee. The application must be submitted in Veneto Sviluppo SpA through the bank or leasing company or a cooperative or a warranty Consortium Fidi using the appropriate forms available on the website ([www.venetosviluppo.it](http://www.venetosviluppo.it)). At the same time the Bank will evaluate the application for funding. In case of application by means of Cooperative Guarantee or Fidi Consortium, the application must already be full of the resolution for granting of custody by the bank or leasing company of your choice.

#### Results achieved and impact

Between 2000 and 2004, 10.117.405,06 Euros had been allocated. 552 requests for funding had been presented and 179 had been considered not eligible because of a lack of funding, while 188 because of the lack of correct requirements. The financed firms are 443. Concerning the economic sectors, 30% are firms dealing with public services (social, personal), the 20% dealing with commerce and the 15% dealing with care and health. From 2007 to 2008, 571 requests for funding had been presented; 521 of which had been considered eligible. The total amount of funding allocated is 24.113.816,00 Euros. Concerning the econ. sectors, the great part of these requests deal with craftsmanship (195) and commerce (271).

## **Cooperation Agreement between the Ministry of equality and the Government of the Balearic Islands for the promotion and encouragement of self-employment of women**



**Country: Spain - Promoter -Balearic Islands Government**

### **Policy theme/issue tackled by policy**

The aim of this agreement is to specify the cooperation for 2009, between the Ministry of Equality and the regional Ministry of Labour and Training of the Balearic Islands, to achieve a quantitative increase in the number of active women in the Balearic region in order to contribute to the aim established in the Lisbon Agenda 2010, as well as to decrease the female unemployment through the individual or collective (labour societies or cooperatives) self-employment.

### **Activities, Processes & Stages**

#### **1) Training for women in business management:**

- Training in creation and continuity of enterprises, legal, administrative and financial obligations.
- Specialised training and knowledge updating in the activity
- Training on e-business, with a double objective: reduce the digital gap on gender and overcome the territorial limitations of the Balearic region;
- Specific training in public administration to be able to have access to public contracts and tenders
- Training on responsible management, incorporation of CSR as an axis of the business activity, both at equality as at environmental level

#### **2) Tutorial to entrepreneurs:**

- Realisation of the viability plan of the future enterprise, with financial report of the viability.
- Advice on available public aids to the start up and development of the activity.
- Permanent advice on-line and in person.
- Specific advice for women victims of gender violence

#### **3) Coordination of existing public and private in the Balearic Islands,**

To promote female self-employment in Balearics, all the public and private resources will be collected (enterprises incubators, business centres, services in Chamber of Commerce, non profit associations, enterprises associations, trade unions, city councils, etc) addressed to training and promotion of self-employment and business activity in order to coordinate them and disseminate them specially, their territorial location, due to the insular situation and territorial division of Balearics in 4 islands.

**4) Creation of a mentor women group** for new entrepreneurs. Among the experienced business women or already retired, a formal discussion space will be created together with the new business women , in order that they can, as mentors, transfer their experience and knowledge.

### **Results achieved and impact**

The involvement and participation of different entities and/or public administrations in the different actions carried out: collaborations, agreements and commissions creation nowadays in process. Promotion of self-employment and higher employability of women. This policy is gender effective thanks through the promotion of the individual and collective self-employment of women is impacting in the decrease of female unemployment, this means, a quantitative increase of active women in the region. At the same time, when improving the specialised training qualification (specifically the business management) and to acquire a bigger knowledge of the labour market , the possibilities to increase their employability are increased. Through the training and recycling in new technologies, a major competitiveness of women in being promoted in the labour market. Through training on e-business we're impacting on the digital gap caused by gender and overcome the territorial limitations of the Balearic region.





## **Development of entrepreneurship culture among manager women from small and middle-sized companies.**

### **Country: Romania – Promoter: The National Agency for Small and Mid-Sized Companies and Cooperation**

#### **Policy theme/issue tackled by policy**

The national multiannual program for the development of entrepreneurship culture among manager women from small and middle-sized companies aims at promoting an information and training system able to facilitate women mobility on the labour market and develop their entrepreneurship skills with a view to getting involved in private economic entities, while maintaining the balance between their family and professional obligations.

The Program has as main objective: - to stimulate self-commitment and increase the number of entrepreneur women in the business community; - to develop women entrepreneurship and managing skills; - to improve economic efficiency and competitiveness of companies managed by women, by increasing the personnel training as a result of entrepreneurial education program; - equal access to knowledge-based economy; - experience exchanges among business women and establishment of partnership links; - to increase life standard and private revenues (income); - to develop innovative abilities and strengthen a competitive economic environment; - to increase the number of new jobs and profit to the national economy; - to stimulate the representation of private interests in the civil society

#### **Activities, Processes & Stages**

The multiannual Program for the development of entrepreneurship culture among manager women from small and middle-sized companies will be carried out under 3 stages, in 2009, as follows:

Stage I - elaboration and editing of brochures whose content will be jointly agreed upon by all Territorial Offices in accordance with the specific objectives of European SMS's Week;

Stage II - organization of the information campaign "Entrepreneur Women Days", aimed at assisting SMS's competitiveness and entrepreneurship culture;

Stage III - organization in 6 various locations of 5-day training courses on entrepreneurship-related topics.

#### **Results achieved and impact**

The study elaborated by the National Agency for Small and Mid-Sized Companies and Cooperation on "Women Entrepreneurship" shows that 36% of SMS's established in Romania during the last 2 years are controlled by women, while the European average is of just 26%. Also, it shows that in Romania entrepreneur-women are better ranked than men, because they are more cautious and consequently significantly reduce failure and bankruptcy risk. Most of the 1009 enterprises participating to the Agency survey are limited liability companies and stock companies (95,3%), of which more than 60% were established between 1990-1996. The survey recorded 261 answers of micro-companies, 749 of companies with more than 9 employees. Among employees, women percentage is conversely proportional to the company size.

The sectors mostly fit for women are: accounting, human resources and control. As far as starting a business is concerned, Romanian business women mainly invoked the necessity for the family financial security and financial independence (about 50%). The main financing source of SMS's run by women derive from inner funds, followed at large distance by bank and leasing credits.

As a result of the program implementation in the period 2005-2008, the direct beneficiaries were:

- about 600 trained women;

- about 900 women participating to the "Entrepreneur Women Days" caravan.



## **Strategic Plan on the uses and management of times in everyday life (2008-2018). Department of Social Action and Citizenry. Government of Catalonia.**

### **Country: Spain – Promoter: Government of Catalonia**

#### **Policy theme/issue tackled by policy**

In the last few years, the social use of time has gradually changed, in the same way that society has changed. The use and management of time, as well as the needs resulting from the lack of synchronization between different uses and timetables, have become one of the main concerns of citizens in Catalonia, as well as in the rest of western countries. Time has become a scarce resource that is increasingly more valuable for people insofar as it's a key element to enjoy a better quality of life and better personal and family well-being. From the gender perspective, in order to be effective, improvements in time management need true equal opportunities between men and women in the labour market, as well as the recognition of the social and economic value of family and domestic work. Consequently, there is greater demand in society for actions that can improve the use and management of time. The strategic Plan on the uses and management of times in everyday life (2008-2018) aims to promote and guide a whole series of measures in this direction, as well as to transmit and communicate the need for a cultural change in the conception of time.

#### **Activities, Processes & Stages**

The production of the Strategic Plan on the uses and management of times in everyday life has been structured into four broad stages: 1st phase: analysis and diagnosis. Includes the following activities: analysis of current trends, qualitative report with the views of the parties involved, actions underway. 2nd phase: determining strategic lines. 3rd phase: provisional strategy and process of involvement. 4th phase: definitive wording and presentation of the Plan.

Internally, the document of the Strategic Plan is divided into four broad strategic priorities and includes five measures to promote the strategy. The four priorities highlight the integral and comprehensive nature of this Plan, as a guide to the common view of all parties involved and the future scenario. The first priority is aimed at achieving more time in quantitative terms. The second priority involves all those actions aimed at a fairer use of time, especially with regard to redistributing time spent caring and tending others, among men and women. The third priority is concerned with supporting a good quality life in the different life cycles. The fourth priority explains the emerging concern detected in the diagnosis stage: concern about the quality of time.

#### **Results achieved and impact**

Better management and use of time in different municipalities of Catalonia. This implementation is still quite incipient but efforts are starting to be made at a municipal level to provide resources to areas or departments under their responsibility in order to implement these plans. The city council of Barcelona, capital of Catalonia, already has a Department for the Uses of Time. As this policy is very young, its results are still very incipient. In any case, the participatory process that has been implemented in order to validate the policy and achieve consensus has awoken interest in and motivated both associations and citizens. The success of this participatory process bodes well for a successful implementation of the different measures contained within the Plan. Local plans are also being implemented in different municipalities concerning the use and management of time, based on the strategic lines proposed by the Plan.

The degree of involvement achieved on the part of the different public administration departments is seen as key to this policy's success. Also considered essential is the work carried out by councils, as these are seen as being in close proximity to the parties involved, especially through the district agents. It is also fundamental to involve men, who must reorganize their uses of time and dedicate more time to tasks related to care and education.



## Policy for gender equality in the city of Göteborg

**Country: Sweden - Promoter: City of Göteborg**

### Policy theme/issue tackled by policy

Inequality between sexes in crucial areas of every day life.

The process to develop a gender equality policy for the city of Göteborg started by a political statement made by the city board in 2003 to promote gender equality within the city's activities. Attention from local media put pressure to deliver. Consequently, an internal working group was set up and a draft version of the policy was elaborated. The work was followed by a steering group made up by directors. The drafted policy was referred for consultation to all administrations and companies within the city of Göteborg as well as to labour organisations. The policy was admitted the 8th of December 2005.

The overall aim of this Policy is to strengthen and promote gender equality within all activities of the city of Göteborg. All people, regardless of sex, should enjoy the same rights, obligations and opportunities.

### Activities, Processes & Stages

The policy for gender equality represents one of policies valid for all administrations and companies within the City of Göteborg. The policy is serving as a guiding document for the value based work in all activities and is a help for the development of the city of Göteborg and of the city as employer. The policy gives a picture of prerequisites for increased gender equality and examples of methods on how to promote gender equality in the city of Göteborg.

The second part of the policy document outlines the implementation of the policy within the following four different areas: (1) monitoring and evaluation of gender equality work, (2) the gender equality policy as a support to the overall development of the city, (3) the role of the gender equality policy to activity development, and (4) the role of the policy to the employees of the city.

### Results achieved and impact

The impact of the policy is difficult to measure. There is still a need to create an effective follow up system of the work. According to the responsible person at the city of Göteborg, the interest and action within the areas of gender equality is most probably due to the fact that there is an adopted policy. Hence, there is a core document to relate to which helps and enhance implementation. The city of Göteborg has work to communicate best practice. Some of the specific areas outlined in the policy are today integrated in the city's budget document. There are examples of positive changes for citizens in terms of gender equality such as attitudes and pedagogical work within pre schools. There is still work to be done in order to ensure equal opportunities for both men and women related to the labour market. Main output:

- ✓ Effective monitoring and follow up of the gender equality work within the city of Göteborg;
- ✓ Contribution of the activities to the development within the area of gender equality;
- ✓ Equal opportunity for all citizens regardless of gender;
- ✓ Equal working conditions for all employees regardless of gender.



## Parental Leave in Sweden

**Country: Sweden – Promoter: Ministry of health and social affair**

### Policy theme/issue tackled by policy

The policy enables parents to stay at home to raise their children with compensation from the state. Parents are also entitled to leave in order to take care of a sick child.

The aim of the parental leave insurance system is to enable both parents to combine employment or studies with parenthood where the children have right and access to both parents. The insurance replaces part of the income loss related to the parental leave. A more equal division of parental leave would increase gender equality, both within households and on the labour market.

The policy is gender effective in the sense that both mothers and fathers are entitled to parental leave. By introducing days dedicated to the father, the hope is to improve female labour market opportunities. Incentives to increase fathers' share in parental leave might also positively affect their amount of household work in general. Hence, equal opportunities for both men and women to combine and balance working- and family life.

### Activities, Processes & Stages

The policy encompasses leave in relation to a birth or adoption of a child, during pregnancy (special conditions), and temporary parental leave in times of sick children. The policy allows parents to take paid parental leave. Parents have the right to 480 shared days, out of which 60 days are dedicated to each of the parents. The 480 days may be used until the child has turned 8 or has finished the first school year. The compensation from the state amounts to 80% up to a ceiling the first 390 days and then 90 days at flat rate. The fathers are also entitled to 10 working days leave in connection with the child's birth or an adoption. Parents with low income or with no income at all receive benefit at a basic level.

### Results achieved and impact

A great number of parents are benefiting from the parental leave insurance. In 2004, the insurance expenditure was 23 469 million SEK. Women have constantly used parental insurance to a greater extent than men. According to the national statistics, women accounted for 81 %. Since then, men have increased their share slightly. The parental insurance has, as intended, in many aspects helped parents to combine parenthood with employment. Further, it has improved female labour market opportunities. Parents taking time off work to take care of their children. Participation of both mothers and fathers in raising the child and thus in the household.

Parents able to combine work or studies with parenthood.

The great freedom of choice in how benefit days are used could be seen as one possible success factor. This refers both to parents' freedom to decide themselves how to share the days and to the fact that parents are free to use them as they like up to the child's first school year. Further, parents are free to decide themselves the amount of compensation. Hence, they are able to prolong their actual parental leave. The level of economic compensation has also most probably been crucial. For parents with high income, there is also a possibility for employers to contribute with additional economic compensation.

Sweden is one of the European countries with the highest level of female representation at the labour market. This doesn't prevent women to choose to have one or several children. Contrarily to other European countries, there is an increase of number of children born. In 2007, the national average was 2,1 child per woman. There is no doubt about the fact that the policy has contributed to this development.



## Women to the Top (W2T)

### Country: Sweden - Promoter: The Equality Ombudsman (DO)

#### Practice theme/issue tackled by practice

The imbalance between women and men in executive managerial posts.

The main aim of the project Women to the Top was to increase the number of women at managerial posts by raising awareness of key actors, initiating activities at company level, and creating a sustainable platform for the exchange and development.

#### Activities, Processes & Stages

The project has developed its own method. Its seven core principles illustrated the projects activities, processes, and steps.

- Commitment of executive management,
- Gender theory to raise awareness of the role that gender plays in organisations,
- Collect, develop, and disseminate tools and methods,
- Network and training for change agents and recruiters,
- Network, career planning and mentoring schemes for potential top managers, and
- Measurable action plans linked to business plans.

Some of the activities related to these principles have been common to all four national partners while others have been individual.

The target beneficiaries: Potential top managers (220) and employers in the public and private sectors (23), as well as recruitment consultants (35 firms).

#### Results achieved and impact

Since some of the expected results are of qualitative nature and long term, it is difficult to conclude to what extent they have been achieved. Referring to the final report published at the website, the project management team presents a positive picture of the achievements. Results that are highlighted are: initiation of major processes of change as well as raised awareness about issues related to gender equality among participants.

The report also indicates that many companies and recruitment consultants are using new approaches to ensure the gender perspective. All of the Swedish employers decided on action plans with measurable targets for more women in leading positions.

Various networks have been created to actively support the change processes.

Main output: Processes of change at workplaces involved in the project

Raised awareness on gender equality at the workplace among those involved.

Signs of new approaches

Action plans with measurable targets for more women in leading positions (Sweden)

Networks supporting the change processes.

Key success factors as described by the project management team itself were:

- Attraction of the target group and raised awareness,
- Developed methods and a sustainable platform,
- Internal efficiency (good cooperation between the partners), and
- Cost efficiency.

Other possible success factors would be the good use of external expertise as well as of research findings. The project generated many lessons learned for organisations and people involved. This is what the project managers say: "Structured and transparent processes for recruitment and promotion are good for women as they ensure that professional skills rather than gender determine who is suitable. W2T has also shown that gender equality is a success factor for both women and men. When the talents of women and men are merged into a culture that puts skills, professionalism and good results first, the result need not be a redistribution of power and resources. Instead, women and men working together can create a win-win situation and a bigger cake to share. »



## "En las Empresas, Igualdad es Eficiencia", "In Enterprises, Equality means Efficiency"

### Country: Spain - Promoter -Balearic Islands Government)

#### Practice theme/issue tackled by practice

The Government of the Balearic Islands, through the General Directorate of CSR of the Regional Ministry of Labour and Training promotes the development of equality plan in enterprises through funding opportunities addressed to enterprises with less than 250 workers. Aims of the practice was:

- ✓ Promote equal treatment and equality policies in different areas of the labour sector. : promoting a deep analysis regarding the selection procedures in enterprises (advertising in media with neutral language, selection procedures based on the competences of each person), in training within enterprises (promoting to do it in during work time), in concrete work conditions( hours flexibility, kind of contract, equal salary between men and women), analysis of the work places with higher decision level to promote an equality representation, etc
- ✓ To get a quantitative increase of the active women in the Balearic Islands
- ✓ Decrease the female employment through the promotion of self-employment (autonomous work) or collective (cooperatives or labour societies)

#### Activities, Processes & Stages

- ✓ Design the register of enterprises with less than 250 workers with an equality and conciliation plan.
- ✓ Inform and advice equality plans and the advantages of being registered in the suitable register to technical staff and trade union representatives.
- ✓ Elaborate methodology and tools to carry out the equality plan's diagnostic, implementation, evaluation and the follow up. To train women in business management;
- ✓ mentors to entrepreneur women;
- ✓ coordination of public and private resources existing in the Balearic Islands addressed to the promotion of the female self-employment;
- ✓ creation of a group of female mentors for new entrepreneur women

#### Results achieved and impact

A number of equality plans have been created voluntarily in enterprises of the Balearic Islands, thanks to the funding possibilities of the GD CSR of the regional ministry of Labour and training of the Balearic Islands. After the success of the first call in 2008, a new call has been launched in 2009 for enterprises with more than 10 workers and less than 250, that voluntarily want to generate and implement equality plans in their enterprises. Improvement in using neutral language and elaboration of good practices. Better knowledge and application of the rights of conciliation of personal, familiar and professional life. Postgraduate study with the University of the Balearic Islands to acquire the theoretical and practical knowledge to elaborate and start equality policies, specially in enterprises. Seminars and conferences on the Law 3/2007. Through the different training actions, the awareness in the labour sector on treatment and opportunity equality between women and men have been promoted. Awareness and information: to make aware enterprises on labour equality



## SIADs “Information Services for Women”

### Country: Spain – Promoter: Government of Catalonia

#### Practice theme/issue tackled by practice

Act 5/2008, of 24 April, on the rights of women to eradicate male-based violence, forces the Catalan government to develop models of comprehensive intervention throughout Catalonia by means of a network of quality services in all areas that is capable of providing an appropriate, fast, local and coordinated response to the needs of women in situations of male-based violence. According to article 83 of the Act, municipalities must programme, provide and manage SIADs (Services of Information and Attention for Women), as well as implement any adapted services. SIADs must be coordinated with the specialized attention services and must motivate and promote coordination and collaboration with all community agents, particularly with women's groups and organizations.

#### Activities, Processes & Stages

To ensure SIADs function well over the coming years, the Institut Català de les Dones and the municipal entities of Catalonia have signed a framework agreement. This framework agreement establishes the conditions for coordination, cooperation and collaboration during the period 2009-2010. The municipal entities of Catalonia are considered to represent the general interests of the local government institutions they cover. The Plan for action and development of women's policies in Catalonia 2008-2011, produced by the Institut Català de les Dones, focuses on providing support for local bodies in the area of information. More specifically, it establishes measures to coordinate with local bodies to establish an agreed model of SIADs and of implementation rates, as well as collaboration in implementing new SIADs and supporting those already in existence. Similarly, it establishes a measure to provide economic and technical capacity in order to implement SIADs in local bodies..

1) Offer and disseminate information to women on their rights and on exercising these rights; 2) Provide women with guidelines and advice on issues of interest to them. 3) Provide attention and specialist legal and psychological advice for those women requesting it. 4) Work with the community and women's associations in carrying out actions that make visible the contribution of women, as well as empowering them, to improve their capacity for public influence. 5) Promote and encourage coordination and collaboration with women's groups and organizations and offer them resources to help them carry out their activities. 6) Advise, guide and provide primary assistance to women in situations of male-based violence. Also with social services and other resources, public or private, that can facilitate the different situations required by users (employment, family, economic, etc.). 7) Act as an observatory of the situation of women in the territory and provide the necessary information to collaborate in defining the priorities for intervention in local plans or programmes of women's policies. 8) Carry out awareness-raising activities for society.

#### Results achieved and impact

82 municipalities around Catalonia have already set up a SIAD. For the moment, no aggregate data are available on how the SIADs are operating. It is planned to implement an evaluation process, which will gather information on the following: number and characteristics of the people attended, reason for the service, arrival procedure, channel of attention, adaptations, number and characteristics of awareness-raising activities in the community promoted by the SIADs, number of group actions carried out and participants in the circuits and protocols of the territory against male-based violence. The evaluation will be carried out annually. It is in individualized attention where the benefits of SIADs can be most clearly seen. All those responsible for SIADs remember cases of women who have been users and have improved their self-esteem and autonomy.

It is positive that municipalities have been able to replace the format of traditional subsidies for specific projects with a new legal form such as the programme agreement, which guarantees SIADs will continue to operate. 82 programme agreements have been signed to date, which will be renewed every two years. The plan is now to create a follow-up committee to evaluate how the SIADs are functioning.



## **“Women’s Resource RI.DO. Venice Gender”**

**Country: Italy - Promoter: Province of Venice**

### **Practice theme/issue tackled by practice**

The project Ri.DO intended to affect the qualitative difference between changes in labour demand that women inertia qualitative results, despite economic growth of the Province of Venice, a situation of social disadvantage for women and the underutilization of their professional potential. In this sense, the project sought to improve women's position in the local labour market, promoting a cultural change in organizations making and services, facilitating the rapid change in female employment potential. The main purpose of the project was the construction of a territorial development of equal opportunities, which has experience different actions aimed at improving women's position in the local labour market and to facilitate reconciliation of work and care activities.

### **Activities, Processes & Stages**

The project involved four research, conducted with methods of detection and qualitative and quantitative analysis and a gender approach. The range of local and unsatisfied demand for employment services and business creation, whose objectives were: the location of services/public and private points already in the province, the identification of the user type female and demand characteristics that come with it,

checking the type of intervention implemented by the existing monitoring of unsatisfied demand. Analysis of measures and services for the reconciliation of time living and working time, the objectives were: to explore the perception by women and men, issues related to the pace of life /work time; analysis of the management arrangements and division of housework in couples, the verification of application services/measures to facilitate the reconciliation of work outside the home to care. The development of small local women entrepreneurs and the demand for support services, whose objectives were: to identify the distribution and characteristics of female entrepreneurs of small area, its success factors and critical issues demand analysis expressed by the entrepreneurs of support services to start-ups and developing businesses. The study of a female user Mental Health Centre of the urban area of the Venetian mainland. The objective was to identify a number of 10-15 people who display the characteristics women to be involved in a subsequent action to promote employment and employability in productive activities. Establishment and development of a provincial network of Women Resource Centres and Theme open doors to the public and gathered mainly at local government actors of local development processes, companies and associations; women employed/unemployed/entrepreneurs; the public education system, and private agreement.

### **Results achieved and impact**

Within the project has been implemented, the establishment and development of a provincial network of Women Resource Centres and local thematic Doors open to the public. It 'been a proven system of governance based on equality and active role of municipalities of the province of employment services, social services, businesses and women. Were also carried out the research "The Edge of time" and the "Guide for start-up business" and the "Guide to the creation of a cooperative venture."

The network of centres has been an important support to local development processes, social and employment: The project is configured as a sort of Territorial Pact for the nucleus growth in female employment. It was realized the research: "Ai confini dei tempi"; and the "Guide for the business start up" and "The guide to the creation of a cooperative enterprise". At the end of the project, between the centres and doors that have maintained their active service and the Provincial Resource Centre has signed a Memorandum of Understanding for the strengthening and expansion of the existing network.





## **“TRAINING WORKSHOPS: Contracting equal opportunity**

**Country: Italy - Promoter: Veneto Region, Equal Opportunity Office**

### **Practice theme/issue tackled by practice**

During the training workshops "Contracting the equal opportunity" have been highlighting the issues of reconciling work and timing of family care. It was analyzed the different legislation and funding to support reconciliation in force in Italy and giving examples of significant experiences and good practices. It has been analyzed the organizational contexts in which the workshop participant (local public actors) operate, with the main purposes of policy design and positive action design. Aims of the practice: a) to develop, among managers and social partners, the necessary competences in the field of family / work sharing strategies and tools, focusing on who deals with "firms / social partners relationships"; b) to enable women and men a balanced participation to the labour market and to the family life, by enlightening first the issue of "sharing" in the field of work organization and HR management, with the aim of strengthening the sharing and conciliation culture; c) to positively influence the bilateral approach in Equal Opportunities policies between women and men, through actions of sensibilization, counselling, support both for single firms/workers and for all the associated enterprises (example: specific training for firms responsible and social partners representatives), in order to promote the signature of collective agreements of positive actions realization.

### **Activities, Processes & Stages**

-The participant of the First lab was public civil servant and operators of the different local in "health care companies" USSL in the Veneto Region.

-The second lab aimed at improving the competence, in the field of sharing and conciliation policies, of managers and social partners responsible and in particular the staff dealing with relations between firms and social partners: administrative offices responsible, quality management responsible, Equal Opportunities Committee presidents, regional or local social partners representatives, all met from 30 November 2007 to 23 January 2008 during 4 training modules during which theoretic courses had been supported by practice and experiences directly coming from Equal Opportunities Councillors Offices and from other offices which carried on Positive Actions activities and projects.

-The third lab: following the success of the previous training labs, a third lab had been realized for Apindustria, CNA, Confagricoltura, Confcooperative, and Cgil, Cisl e Uil (Venice Province); this lab can be considered the first initiative concerning the agreements among the above mentioned partners, the Venice Province, the Province and Region Equality Councillors and had been officially subscribed the 26 November 2007. The aim was the promotion and the support of tools for family / work sharing both for women and men. Participants were asked to elaborate "bargain hypothesis and positive actions" following the needs of their firms. 4 working groups had been created with the aim of developing 4 different actions in the fields of action foreseen by the Law. A) realization of projects following the Letter A of the article 9 of the Law 53/2000: actions to enable mothers and fathers to use particular opportunities in terms of "times flexibility" or "work organization"; B) realization of projects following the Letter B of the Article 9 of the Law 53/2000: programmes of training for the re entering of workers after the maternity / paternity leave. C) realization of projects following the Letter C of the article 9 of the Law 53/2000: actions aimed at the substitution of the manager of the firm / autonomous worker using parental leaves with an other entrepreneur or autonomous worker.

### **Results achieved and impact**

The main result was the "sensitization activities" among the Social actors in Veneto Region and managers and social partners responsible and in particular the staff dealing with relations between firms and social partners: administrative offices responsible, quality management responsible, Equal Opportunities Committee presidents, regional or local social partners representatives. The concrete results (training, awareness raising with conferences and meeting counselling, research) had been far more tangible.



## “Women Back To Work Project”

### Country: Hungary - Promoter- Municipality of Budapest

#### Practice theme/issue tackled by practice

The project aimed to promote re-employment conditions of women/ mothers with young children by providing an extensive and complex set of services. The main objective of the project was to ensure adequate help - training, self-management, job-matching - and to provide services that were meant to improve life conditions of these women thus enabling them to find suitable jobs - child care services, mentoring, psychological counselling, public transport support.

The project was conducted by the Equal Opportunities Office of the Municipality of Budapest. Consortium partners were an employment non-profit agency of the 9th district of Budapest and the Kamilla employment non-profit agency. Stakeholders were an education and management consulting company, a child day-care centre, the district local government of Csepel and its Cultural Centre.

#### Activities, Processes & Stages

The project offered a fairly complex employment reintegration program for mothers with young children. Within the framework of the project they were given the opportunity:

- to enroll on an OKJ vocational training /OKJ trainings are national registered trainings meant to reduce unemployment rate by providing unemployed people with a new vocation thus enhancing their chances on the labour market./
- followed by a 6-month -long reference employment period;
- day care for their children;
- monthly pass for public transport
- mentoring
- psychological counselling for individuals and groups

#### Results achieved and impact

The idea of a complex set of services did prove highly effective and successful. Day care for children - or lack of it - is an ever present problem women with young children (aged 0 to 3) have to face. The more "personal" services, mentoring and psychological counselling - are all unique in their way as available services, without needing to seek professional help separately. Helping women writing CVs preparing women for applying for vacancies, preparing them for job interviews are very important factors because these women have been out of work for years and very often have difficulties meeting labour market requirements.

Indicator Number of participants at the end of the project

Number of women attending training 25

Number of women in consulting 25

Number of women successfully completing the training 23

Number of women completing consulting program 25

Number of women acquiring a job or other positive outcome 10

Number of women acquiring complementary services (child care) 12

Number of women attending training 25



## **“Sensitization of Teachers and Interventional Programs for the Promotion of Gender Equality”.**

**Country: Greece - Promoter- Research Centre for Gender Equality (KETHI)**

### **Practice theme/issue tackled by practice**

The training and sensitization of teachers, in order for them to be able to detect inequality in the wider social area as well as in the localized educational framework, to express their observations in a scientific way and to intervene seriously and effectively so as to establish equality in the educational process. In addition, the encouragement of female pupils to participate in programs of initial vocational training in sectors in which women are under-represented and the search for positive actions for the support of women in order to facilitate their access to the labour market. The project was implemented in Secondary education pupils and teachers.

### **Activities, Processes & Stages**

The project intended at the active involvement of the teachers themselves, in a way that would allow them to deal with the modern perspectives on the issue of gender equality both as citizens and as professionals. Since it was anticipated that a very large number of teachers from all over the country would participate in the Training and Interventional Programs that were realized within the frame of the Project, the participation of a Group of Trainers/Mentors of KETHI – collaborators of the Scientific Committee of the Project – was considered necessary.

They undertook, in accordance with the Mentoring system, the role of the multipliers of the training experience and the role of encouraging the teachers.

- Training the Teachers: Phase A: The training of the teachers as an essential condition for the development of the interventions at schools. Phase B: the “project” method The Interventional Program is realized in the form of small “Action Plans” (projects) aiming at the cross-thematic approach of the object. The participation of the teachers, students, and five educational units that constituted a Cooperation was a prerequisite for the realization of an Interventional Program. The “Interventional Activities” were developed in the framework of school life beyond the curriculum and were realized exclusively in the form of plans of action (projects).

### **Results achieved and impact**

During the operation of the Project (2002 – 2006, which was extended until July 2008) the following programs were implemented: • 78 Training Programs for Teachers, one in each region of the country (13) per year. The participants were teachers working in public Secondary school units of all types, who would realize the Interventional Programs. • 850 Interventional Programs, in each of which at least three (3) schools participated, represented by one or two (1-2) teachers (total/final objective: 8.497 trained teachers (66% women).

15 educational tools have been produced: volumes of educational material, published in order to be used during the Project and to enrich school libraries for future use by teachers. An event for informing but also for sensitizing the educational community, the parents/guardians and the wider local community through the publication of its results was scheduled for each Interventional Program. In spring 2008, thirteen (13) meetings were realized throughout the country, which were particularly successful. They aimed at disseminating the results of the Project to the educational institutions, the educational community and the wider local community. An international Conference (3, 4, 5 July 2008) with the participation of speakers from European countries was carried out for cross-fertilization, transfer and follow-up actions.



## **“Positive Actions in favour of women in Small and Medium-sized and Large Enterprises” Project implemented by KMOP (Family & Childcare Centre)**

**Country: Greece - Promoter- KMOP NGO Family & Childcare Centre**

### **Practice theme/issue tackled by practice**

GSGE (General Secretariat for Gender Equality) has launched this program (Measure 5.1) with a significant impact regionally and a geographical diffusion to all areas of the country, in order to enhance women's position in small-medium and large enterprises and in which 15.618 women totally were benefited working in 119 enterprises. KMOP (Family & Childcare Centre) in the framework of this program has implemented a project focused on the counselling of 300 women working in 5 companies located in Attiki region. The implementation of this positive action had a positive effect on women's condition as it has assisted women to develop their skills and to improve their position in their actual occupation in order to obtain responsibilities. Moreover it was very important in the reconciliation of family and employment matters

### **Activities, Processes & Stages**

Scope of the Measure was to promote equality of opportunities between men and women, in order to develop best practices in the functioning of the enterprises and at the same time to enhance female position in the hierarchy and to facilitate the reconciliation of family and professional obligations. Moreover, the project aimed to give more qualifications and ameliorate women's skills contributing thus to their professional advancement.

- Development of models for the management of the enterprises with gender mainstreaming regulations.
- Implementation of equality plan for each enterprise.
- Awareness-raising activities for the sensitization of working women and men on equal opportunities issues in the interior of the enterprises.
- Counsellors' support and counselling sessions were provided to psychologically empower working women who were benefited by the whole project.
- Educational programs to help women to improve their professional skills and the enterprises to improve the existing personnel for the progress of their own business.
- Development of new innovative types of employment (teleemployment).

Creation of childcare services inside the enterprise.

### **Results achieved and impact**

The project through its implementation put emphasis on the sensitization and the awareness of the public opinion, especially men and fathers, on the importance of reconciling their work obligations and their private life by reconsidering their respective stereotypes. Moreover, the project attempted to investigate the prospects for a comprehensive inclusion of the issue of men's role in promoting gender equality policies, in the context of the negotiations between labour unions and employers' associations. The goal was to introduce a new image for men, wherein they can be playful and affectionate with children and assume the responsibility of their role as caretakers.



## **MÔM'ARTRE :Fitting out 2 new areas for hosting the "Môm'artre" childcare service in new territories at the beginning of the school year in September 2008.**

**Country: France - Promoter- Môm'artre**

### **Practice theme/issue tackled by practice**

Giving access to an after-school childcare service for a larger number of families, and, as a priority, for single mothers, by opening new branches in underprivileged neighbourhoods of large conurbations.

- Enabling single mothers to work and to train;
- Establishing social ties in the neighbourhoods through a programme of regular parent/children/resident events (neighbourhood meals, outings, shows, lectures, talks, lessons, and workshops);
- Promoting art and artists: exhibitions, participation of artists in workshops with children.

### **Activities, Processes & Stages**

1/ Offer a solution that is comprehensive, appropriate, and affordable for looking after children after school, that helps parents, in particular single mothers, to reconcile family and work on an everyday basis.

2/ Dedicate to children an artistic area focusing on individual expression outside the school and family contexts.

3/ Improve quality of city life by putting people back at the cores of their neighbourhoods and by re-forging social ties between all categories (working and non-working people, students, youth and pensioners, and families...). Giving preference to mixing at all levels.

4/ Create local jobs by recruiting on indefinite-term contracts, by training artists in insecure situations, and by accepting young people from the neighbourhood for their "BAFA" (childcare qualification) practical training courses.

Môm'artre proposes:

1/ A full child-minding service that is affordable, innovative, and after-school for 6-11 year-olds:- after school in the evenings in 5 stages: meeting from school, tea, homework, workshops designed and run by professional artists, until 8 p.m.- on Wednesdays (day off from school in France): the children are looked after from 8:30 a.m. to 7 p.m. at the latest.- during school holidays: week-long artistic training courses.

2/ Cultural Saturdays for teenagers.

3/ Artistic workshops for adults.

4/ A place for local life, open to the neighbourhood.

5/ A workshop available to artists.

### **Results achieved and impact**

A few figures for the 2007-2008 academic year:

- Number of member families who are beneficiaries of the service: 110;- Including 45 single-parent families;- Number of children enrolled for the year: 138;- Average number of children met from school every evening: 31;- Number of residents who are members (for evening leisure classes): 56;- Number of families helped since the opening in September 2001;- 3 primary schools served every evening in the 18th arrondissement of Paris;- 6 employees, 20 artists involved per year, 10 to 15 BAFA childcare trainees trained per year, volunteers.

Lessons Learned: The concepts of transmission and of exchange of experience with:

- project leaders: leading and moderating meetings, supporting project leaders in setting up their family service structure on the basis of the Môm'artre model;

- local area survey, economic balance, seeking premises and partners, organising the service and putting it into place.

- local associations having local action on childhood needs and wishing to diversify and reinforce their actions: programme for discovering the Môm'artre solution, training leaders and staff of those associations in the branches.



## **Female Business Angels**

**Country: France Promoter- Femmes Business Angels -**

### **Practice theme/issue tackled by practice**

Actively heightening awareness among women of direct individual investment in young, high-potential businesses, since initial absence of women was observed in the first networks created as from 1998 in Ile-de-France

### **Activities, Processes & Stages**

Putting women who invest in high-potential businesses into contact with entrepreneurs who are looking for capital.

Organising meetings enabling people with business projects to present their businesses and their funding requirements.

Organising training sessions relating to funding of businesses (examples of themes: selecting applications, the investment process, and portfolio management).

A four-step process : 1. The project carrier register on the internet website

[www.femmesbusinessangels.org](http://www.femmesbusinessangels.org) and upload an "executive summary" with the correspondent form.2. A small team pre-selects projects (needs in capital between 50 K€ and 700K€ per project) after an analysis of the executive summary.3. The Selection Committee studies the viability and the potential of the projects (business plan, executive team) from a meeting called "elevator pitch" and selects the application that will be presented to the network.4. During the monthly meeting, 5 selected projects are presented to Femmes Business Angels. This connecting phase ends when the project carriers (whether men or women) and the potential women investors have met.

### **Results achieved and impact**

59 firms were presented in 2008 to the members of this network of business angels. The amount of Femmes Business Angels in 5 years, already invested about 2 M€. More than 225 projects have been submitted, 40 have received a grant from the members of the network.



## CITE CLUB (CITY CLUB)

### Country: France - Promoter-Cite Club

#### Practice theme/issue tackled by practice

Heightening awareness among firms, training bodies, and young people by distributing a book addressing the themes of promoting equality between men and women in the working world and of combating discrimination against women in certain trades.

#### Activities, Processes & Stages

Phases of the project:

1/ Designing and publishing the book: book illustrated with photographs of the exhibition that will be accompanied by accounts from the apprentices, and by accounts from apprenticeship masters, and from apprentice training centres (CFAs), etc.

2/ Printing 3000 copies of the book "l'apprentissage au féminin au-delà des préjugés."

3/ Distributing it in Ile-de-France.

Distribution of the 3000 copies of the book "l'apprentissage au féminin au-delà des préjugés" in Ile-de-France for the CFAs, lycée and secondary school libraries, CIOs (careers information and guidance centres), Chambers of Commerce and Industry, Missions Locales (local employment agency branches), employer associations, Ile-de-France Regional Councillors, trade press, and firms.

#### Results achieved and impact

Raising awareness about careers guidance for girls with regard to diversified trades; contributing to increasing the number of girls on apprenticeships, consistently with the objectives of the Objectives and Resources Contract (Contrat d'Objectifs et de Moyens). 3000 copies distributed



## **The establishment of a MONTESORI nursery school by Izometal - Confort group of companies with the aim to facilitate mothers' professional reintegration without negative impact on their children future development.**

**Country: Romania – Promoter: Timisoara County**

### **Practice theme/issue tackled by practice**

The establishment by a group of company of a MONTESORI - type nursery school with a capacity of 70 children per year, with the aim of facilitating the employed women's return to work. The success of this facility which promotes an alternative pedagogy has led to the establishment in 2008 of a MONTESSORI school. This initiative is considered as an example of good practice for entrepreneurs, to be promoted within corporate social responsibility programs as a means of supporting women to follow their professional career.

### **Activities, Processes & Stages**

During the first stage, a Montessori-type nursery school has been established with the aim of offering educational services to a number of 70 children per year and indirectly to their mothers, willing to follow a professional career. During the second stage, there has been identified the necessity to extend the services to the primary school and thus, the first Montessori primary school in Romania was legally established. The new facility offers educational services that allow women to follow their career. The educational services are completed with other related services: bus transportation, after school program. The Montessori method offers the parents more spare time, as children have no home works.

Objectives achieved:

- providing high quality education services to a number of 70 children / year;
- creating a family-like environment where mothers can follow their career with no significant impact on the children future development;
- offering the parents the possibility to work during the 2-year legal children education leave; allowing sex equality of chances in terms of access on the labour market and professional development.

Mixed age groups offer, on one hand, the advantage of a sensitive learning, of perceiving social relationships, mutual respect, and, on the other hand, the possibility to learn by various means.

### **Results achieved and impact**

The long-term effects of this good practice provide women and men with equal access (with no discrimination) to the labour market since early age of their children while offering the children the possibility to develop and become responsible, with positive effects on their further implication in professional activities and, implicitly, increasing their contribution to the social and economic development.

The economic results of this good practice can be measured at two levels: on one hand, mothers' reintegration in the labour market and their professional development with added-value impact, and, on the other hand, the added value to be achieved by the children who, without the educational, social and material help received during their early age would have abandoned school. Without special intervention in this domain, lots of children could be abandoned or could abandon school or graduate school with poor results, unable to continue their studies in a vocational school, high school or university.

On a long term, incomplete or deficiant education as well as poor material support will determine young people to find unqualified or non-registered jobs, will increase immigration, will encourage non- formal premature marriage and even juvenile crime .





## **Promoting equality of chances among employees of Timisoara Chamber of Commerce, Industry and Agriculture (TCCIA) by making the wage scale public in the collective employment contract**

**Country: Romania- Promoter: Timisoara Chamber of Commerce, Industry and Agriculture**

### **Practice theme/issue tackled by practice**

The issues tackled by practice consist of the measures taken by TCCIA for promoting the equality of chances between women and men, with a view to eliminate direct and indirect sex discrimination in terms of employment, job promotion and wage level. The practice also promotes equality of chances in terms of top management employment by using a unique transparent wage scale which takes into account the employee professional competence. The objectives are the following: - absence of sex discrimination in the employee job motivation and promotion; - competence-based wage levels; - equal rights between women and men in terms of access to training programs; - consulting the employees' representatives for the yearly wage negotiations, irrespective of the employees sex; - model promoted for multiplication among TCCIA member companies, having in mind the "snowball effect".

### **Activities, Processes & Stages**

The initiative for implementing this practice within the organization belongs to its executive managing staff for transparency reasons.

The proposal has been taken, analyzed and accepted by the employees' representatives following transparent debates; the wage scale draft agreed upon was introduced in the collective labour contract and registered with the territorial Labour Authority.

Next, the draft has been approved by TCCIA General Assembly. Then, the labour contract has been forwarded for registration towards the relevant state institutions and, finally, the model has been disseminated as good practice among TCCIA member companies.

### **Results achieved and impact**

The project through its implementation put emphasis on the sensitization and the awareness of the public opinion, especially men and fathers, on the importance of reconciling their work obligations and their private life by reconsidering their respective stereotypes. Moreover, the project attempted to investigate the prospects for a comprehensive inclusion of the issue of men's role in promoting gender equality policies, in the context of the negotiations between labour unions and employers' associations. The goal was to introduce a new image for men, wherein they can be playful and affectionate with children and assume the responsibility of their role as caretakers.

The campaign poster was published in 8.000 copies in Greek and the brochure was published in 20.000 copies. The motto of these campaign products was: "I participate more in your life. Balancing between work and private life" and highlights the need of men to participate in the children's upbringing. The educational material included two pedagogic packages comprising (2.000 tools) one for children in preschool age and one for teenager students (2.000 tools) in total 30.000 pieces. The questionnaire was distributed in a sample of 200 fathers, while the interview was administered in a small number of participants in order to explore in depth fathers attitudes and practices.

Strong public awareness campaign which was launched through the production of a brochure and a poster i were distributed to stakeholders (i.e. parent councils, kinder-gardens, maternity hospitals, labour associations). In addition, a TV and a radio spot were produced in Greek language and were aired to all channels nationwide. The material aimed at informing and sensitizing public opinion about the purpose of the project as well as the advantages of involving men in promoting gender equality through the realization of the need for "togetherness" in work and private life for both mothers and fathers.



## **“Gender Equality in the Rural Development in the County of Västra Götaland (West Sweden)– Project Grogrund”**

### **Country: Sweden - Promoter: The County Administration of West Sweden**

#### **Practice theme/issue tackled by practice**

Promote employment, entrepreneurship and growth, with a special focus on possibilities for women in rural areas. In Sweden there are 75 000 farmers in total. 20% can be found in West Sweden. 20% of Sweden's arable land is in the region of West Sweden. Women have a higher education than men in rural areas but the labour market in rural areas has by tradition been dominated by males. As the rural areas of West Sweden offers great opportunities in tourism, horses, food industry, business etc the program supports women to create and develop enterprises in the above sectors. Today there is a need to support women to start and develop agricultural enterprises as only 10% of the development aid from governmental agencies and the county goes to women. The motto is the following "If we men want women to live in the countryside, we have to offer an environment where they can develop and live a good life!"

#### **Activities, Processes & Stages**

The types of measures focus on the promotion of employment, entrepreneurship and growth, with a special focus on possibilities for women in rural areas. The project offers the following:

Mentorship programme for different rural branches/industries

- Business guidance
- Help to start networks in a special industry or area
- Organize training, courses, seminars and study trips
- Encourage women to take up space and to dare to develop their businesses
- Information on the possibilities (for developing female enterprises) in the rural development programme

Mentorship program

The purpose of the a mentorship program for women is to give them the tools needed to move from a business idea to the creation of a company. Another purpose is to help the development of already existing companies. The members of a mentorship program meets 1- 2 times per month.

The program contains the following issues;

- The identification of strengths, areas for improvement as well as success factors
- The creation of a business plan/marketing plan
- Each participants have a personal follow up with the mentor

Frequent questions asked in the mentorship programs are:

- How can I market my company?
- What are the needs of the customers?
- What kind of investments do I need to do?
- How shall I price my good and or services?

#### **Results achieved and impact**

- 13 mentorship programmes; 40 % of the participants have started or developed their own enterprises. The mentorship programs cover a broad range of sector such as rural tourism and accommodation, diary production etc. 76 women are participating in the different mentorship programs
- 10 mentors from different branches are supporting the women in the mentorship programs
- Approximately 50 business counsellors are coaching the female entrepreneurs in setting up a company or developing an already existing company.
- Courses in business administration has been held for 38 women
- Four "ideaeminars" has been held -165 participants
- Network activities – 45 participants

## Annexes

### ***ANNEX 1: Description of criteria (practices):***

**1. *Rights-based approach:*** in line with European legislative texts dedicated to equality between women and men and their transpositions into national laws. This will include relevant international labour conventions, the 1998 Declaration on Fundamental Principles and Rights at Work and its Follow-up, and other relevant international instruments such as the International Labour Conventions, addressing equality. These are the Discrimination (Employment and Occupation) Convention, 1958 (No. 111), Equal Remuneration Convention, 1951 (No. 100), Workers with Family Responsibilities Convention, 1981 (No. 156) and the Maternity Protection Convention, 2000 (No. 183). The mandate is also informed by Resolutions of the International Labour Conference - the highest level policy-making organ of the ILO - in 1975, 1985, 1991 and the June 2004 Resolution on Gender Equality, Pay Equity and Maternity Protection.

**2. *Relevance:*** The practice adequately serves/meets its purposes and objectives. This criterion includes the usefulness of practice results in solving the identified problems and satisfying the needs of the target. It relates to the relation between the assessment of the needs and the strategy to address them.

**3. *(Positive and measurable) Impact:*** on improving participation and contributions to economic development process, increasing the economic and social benefits and minimising the negative effects of discrimination. This includes primary and secondary, long term effects produced, directly or indirectly, intended or unintended. Impact criteria should cover documented, intended and unintended outcomes/results and provide measurable evidence of progress from qualitative and quantitative data.

**4. *Potential for replication and extension (adaptability):*** the practice has been or has the potential to be, in its totality or in part, be applicable to other situations or settings. This relates to the adaptability of the practice to other contexts and situations. It also relates to the mechanisms put in place to revise and adapt the process and strategy to changing environment and new challenges. Practice evaluation reports and documentation of lesson learned could be useful instruments to assess the potential for expansion.

**5. *Degree of integration into mainstream work and processes:*** the project was not stand-alone but successfully integrated into mainstream work and has become part of the "mainstream" programme or policies in the involved territories. It has become part of an established practice that includes adequate resources, monitoring and follow up.

**6. *Innovation/creativity/originality:*** the practice has developed a creative solution/approach to the problems. What is special about the practice that makes it of potential interest to others who wish to address a similar problem?

**7. *Broadly base and participatory:*** the practice involves participation of a variety of actors, including economic partners such as companies, workers' representations, and other local or regional stakeholders. Did it have public support or high degree of consensus and enjoyed political will during its design and implementation.

**8. *Sustainability:*** it can be continued without much financial or human resources support, or through mainstream tools. This includes pointing out at the conditions under which results become durable.

**9. Effectiveness and Efficiency:** the extent to which intervention's objectives were achieved. Human, financial, material resources and power and authority were used effectively and efficiently in the achievement of the results.

**10. Reinforcement of capacity of regional/ local partners for empowerment and equality:** the initiative reinforced the capacity of local partners and agents for change on gender participation in economy, equality, empowerment and rights. Regional and local partners were lead members of facilitation and implementation. Local policy making reinforced, strengthened.

## **Annex 2: Description of criteria (policies):**

**1. Relevance:** the policy is still relevant for the needs of the stakeholders?

**2. (Positive and measurable) Impact:** on improving participation and contributions to economic development process, increasing the economic and social benefits and minimising the negative effects of discrimination. This includes primary and secondary, long term effects produced, directly or indirectly, intended or unintended. Impact criteria should cover documented, intended and unintended outcomes/results and provide measurable evidence of progress from qualitative and quantitative data.

**3. Coherence with other initiatives:** is the policy based on already existing strategies / initiatives or is the policy a spill over action?

**4. Animation power:** the practice involves participation of a variety of actors, including economic partners such as companies, workers' representations, and other local or regional stakeholders. Did it have public support or high degree of consensus and enjoyed political will during its design and implementation.

**5. Sustainability:** it can be continued without much financial or human resources support, or through mainstream tools. This includes pointing out at the conditions under which results become durable.

**6. Effectiveness and Efficiency:** the extent to which intervention's objectives were achieved. Human, financial, material resources and power and authority were used effectively and efficiently in the achievement of the results.

**7. Equality Capacity Building** the initiative reinforced the capacity of local partners and agents for change on gender participation in economy, equality, empowerment and rights.

**8. Transferability:** is the policy, as a whole or in part, easily transferable to other contexts?

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Good practice and policy in the G4G regions: Analysis and recommendations**

**Executive Summary**



[www.gender4growth.eu](http://www.gender4growth.eu)



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