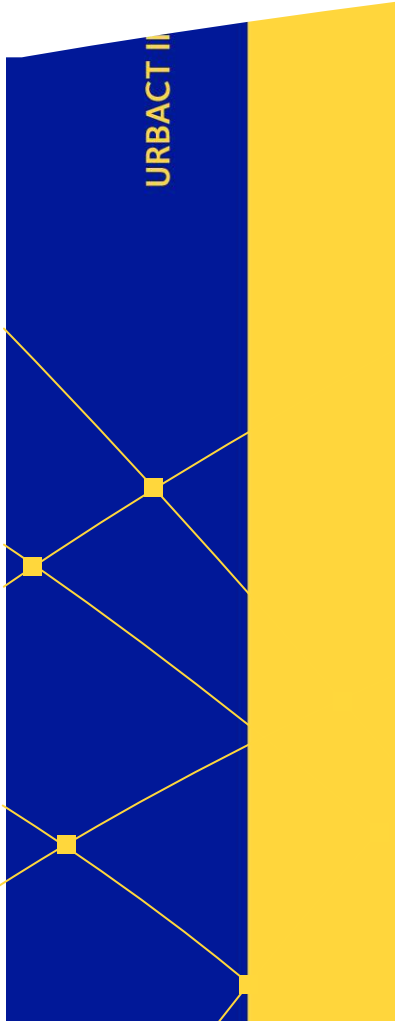




WEED Final Report

July 2011

Professor Gill Scott, Lead Expert



Connecting cities
Building successes





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1. Introduction

Women's participation in the economy plays a vital role in the sustainable development of cities. The importance of such an approach is underscored by the Europe 2020 Strategy¹ where great emphasis is put on economic growth and job creation at the same time as recognizing that inclusive growth. The emphasis is essential if small to medium sized cities are to benefit from the existing and potential contribution of all their residents. It is also significant when we recognize that gender equality has been and remains a fundamental value of the European Union. In November 2010 the Commission adopted the Strategy for Equality between Men and Women 2010-2015 (SEMW)². The strategy aims in particular to make better use of women's potential, thereby contributing to the EU's overall economic and social goals and spells out a series of actions based around five priorities: the economy and labour market; equal pay; equality in senior positions; tackling gender violence; and promoting equality beyond the EU. When the Europe 2020 strategy is joined together with the SEMW whose stated aim is to ensure the use of "the potential and the talent pool of women more extensively and efficiently, so that economic and business benefits can be gained" the potential for change is significant in Europe.

The WEED project contributes making such change possible. It has addressed themes that are of crucial importance in Europe: better engagement of women in entrepreneurship, employment and the knowledge economy. The project has focused on practical methods of mobilising women's potential as employees and entrepreneurs at a local level. The focus is particularly important at a time when there is evidence that despite the Strategy the political will to address gender equality in the economic field is weakening. EU funding for gender equality, for example, is decreasing and predictable and independent budgets for gender equality amount to only 0.37% of EU spending within the 2007-2013 multi-annual financial framework. In addition public sector cuts throughout Europe are growing and tend to have a disproportionate impact on women.

¹ Details of Europe 2020 available at http://ec.europa.eu/europe2020/index_en.htm

² Details of strategy available at http://europa.eu/legislation_summaries/employment_and_social_policy/equality_between_men_and_women/em0037_en.htm

The basic assumption of the WEED project was that in a post crisis era, at a time when women across Europe are more directly exposed to the impact of economic change than ever before^{3, 4, 5}, addressing gender inequalities in the labour market and entrepreneurship can provide an important key to social justice and economic growth. At the same time the project recognised it is not automatic that women's talents and skills are effectively used or that women automatically share in any benefits of growth: local level strategies to improve women's role and reduce gender segregation in employment, business creation and the knowledge economy are essential tools that need to be developed if current blockages are to be removed. Institutions and strategies to address gender equality issues at municipal level are key to effective local action and there is a will to increase them. The European Charter for Equality between women and men⁶, for example, was drawn up by Council of European Municipalities and Regions in 2006 and had been signed by 1020 municipalities by 2011. However actions are often organized without reference to economic matters; they are often not well connected to local economic development policies and the challenge for cities involved in the WEED project was how to make better links between actions and organizations involved in equality and local economic development. By drawing on and developing concrete examples of successful gender strategies, the project has been able to identify best practices and explore real evidence-based choices for action. It has resulted in clearer proposals for local activities that can be taken forward by municipalities and their partners at local level. It thus supports future and ongoing efforts to promote gender equality in local economic development.

³ Antonopoulos, R. (2009) *The Current Economic and Financial Crisis: a Gender Perspective*, Working Paper 562. New York: The Levy Economics Institute of Bard College.

⁴ European Trade Union Confederation (2011) 4th Annual ETUC 8 March Survey, Brussels.

⁵ Oxfam International/European Women's Lobby, (2010) *Women's poverty and social exclusion in the European Union at a time of recession An Invisible Crisis?* Available to download from: www.oxfam.org.uk/publications and www.womenlobby.org

⁶ Council for Municipalities and Regions (2006) *The European Charter for Equality between women and men in local life*. Paris, CCRE/ CEMR.

2. WEED, an URBACT project

WEED was part of the URBACTII programme. URBACTII is jointly financed by the European Union (European Regional Development Fund) and the Member States in the framework of the Obj. Territorial Cooperation of the European Cohesion Policy 2007-2013. It is a European exchange and learning programme promoting sustainable urban development. It enables cities to work together to develop solutions to major urban challenges, reaffirming the key role they play in facing increasingly complex social and economic changes. A key focus in the programme is the help given to cities to develop concrete and pragmatic solutions that are new and sustainable and that integrate economic, social and environmental dimensions. It enables cities to share good practices and lessons learned with all professionals involved in urban policy throughout Europe.

Under the programme WEED gathered eight cities from six countries that wanted to work both locally and with their European partners to identify more clearly the challenges they faced and the potential to improve performance in relation to gender inequality and economic development.

The project comprised a two level approach: European and local.

At the **European level** the project gathered, evaluated, compared and reviewed local policies and actions that have a proven positive impact on gender equality in enterprise and employment. The knowledge gained was made accessible to partners and a wider community of interest through workshops, sub theme reports and newsletters.

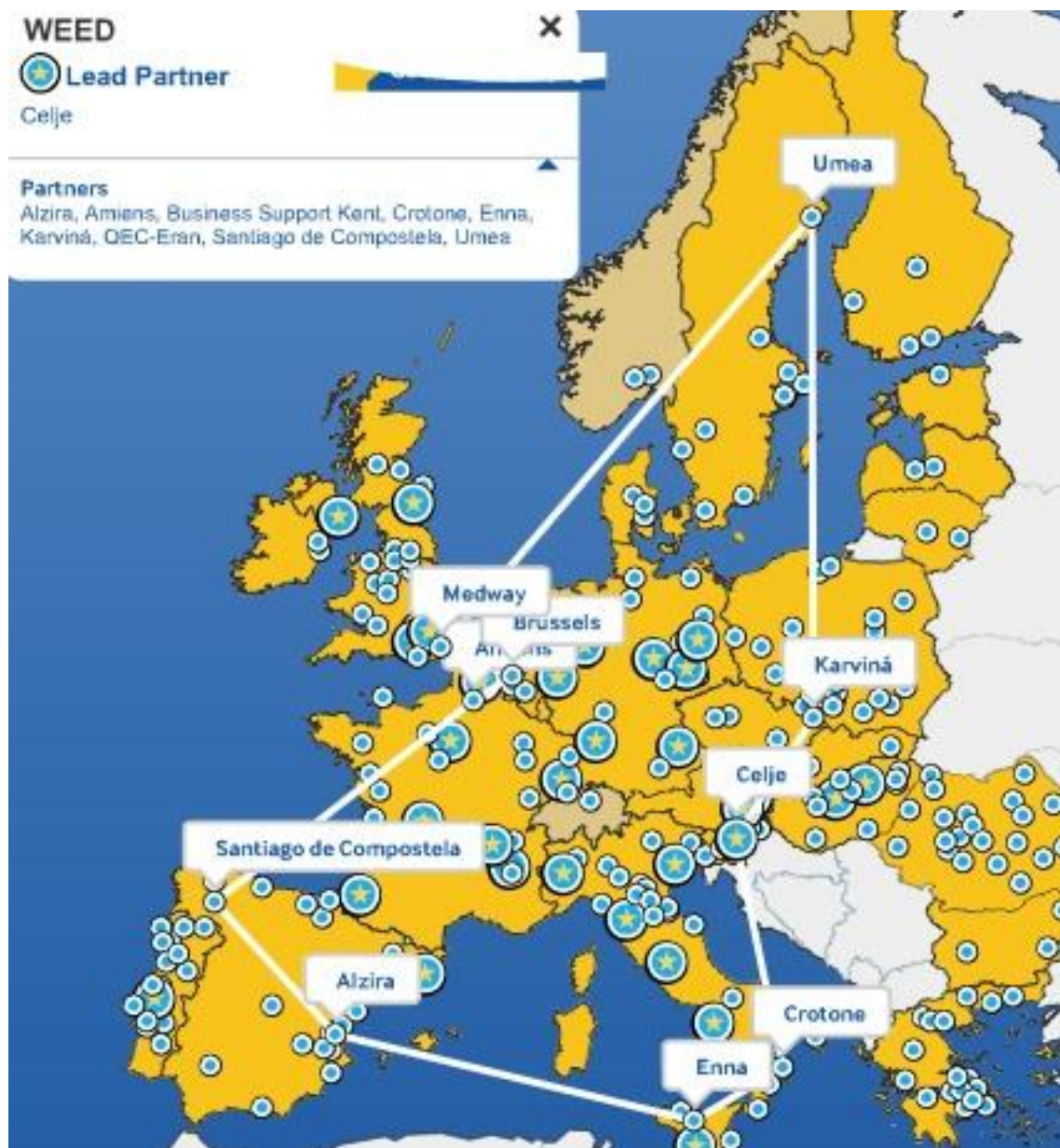
At the **local level** the aim was for partners to benefit from the experience of all the involved cities in order to develop a Local Action Plan that provides an effective solution to real local issues. This plan was to be developed with the help of a Local Support Group that included key stakeholders on the ground. For the WEED project this meant the key issue was to develop both networks of key stakeholders **and** effective and sustainable responses (Local Action Plans) to the key challenges of:-

- how to promote and support women in entrepreneurial activities,
- how to improve women's position in the labour market,
- how to promote and support women in science, research and the use of new technology.

3. The Partnership

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The WEED partnership comprised eight partner cities from six countries: Celje, pop. 49039 (Slovenia), Alzira, pop. 43038 (Spain), Amiens, pop. 136.000 (France), Crotone, pop. 60.517 (Italy), Enna pop. 28.917(Italy), Karvina, 63.000 (Czech Republic), Santiago de Compostela pop. 93.000 (Spain), Umea , pop. 110.000 (Sweden). One of the distinctive features of WEED is that whilst the project explored many of the tools previously developed in women's employment projects it was now with a focus on the specific obstacles faced by urban policy in **small and medium sized** cities - only one of the cities had a population more than 110, 000 .



The cities varied not only in size but also in their social, political and economic characteristics. As such they provided interesting and complementary experiences: some had more advanced gender policies already in place nationally and regionally whilst for others this was a new experience; some had more advanced economic development policies in place whilst for others social inclusion was a higher priority locally; some had economic recovery plans in place others did not. In short each had something to learn and something to offer to the partnership.

4. Methodology

The 30 month project was launched in March 2009, after a six month Development Phase. The City of Celje in Slovenia took the role of Lead Partner, responsible for the project's implementation and its administrative and financial management. It was the first city from a Convergence Region to take such a role in the URBACT programme.

The consensus building meetings of the Development phase of the WEED project meant that from an early stage partners shared where they were strong, what lessons they could share with other cities and where they wanted to concentrate their efforts to achieve further progress. Each city identified at an early stage the specific strengths and weaknesses that existed in relation to gender equality and economic development and in which areas they were particularly interested to explore possible actions and resources. Whilst not explicitly guided by specific gender impact assessment tools the methodology adopted covered a number of the stages of the gender impact assessment process recommended by the Expert group on Gender and Employment⁷. These included describing the current situation of gender differences in employment and enterprise locally, evaluating the importance of gender considerations in local economic development strategies locally, evaluating the probable developments without policy intervention, determining the priority to be attached to adopting policies to promote specific elements of employment and enterprise and identifying the agencies and processes needed to produce change.

The result was that three themes were explored transnationally and locally:

- How to develop an urban agenda for female entrepreneurship

⁷ J Rubery and C Fagan (2000) *Gender Impact Assessment and European Employment S Policy (EGGE – EC's Expert group on Gender and Employment, available at research.mbs.ac.uk/european-employment/Portals/0/.../GIA_Report.pdf*

- How to promote better work and social enterprise for women at a time of economic recession
- How to ensure women played an active part in innovation and the knowledge economy

The themes were largely explored through an action learning set methodology where local actors worked together to identify the resources and experiences that existed at local level and then explored and expanded them with transnational partners at transnational workshops in three of the partner cities: Celje, Santiago di Compostela, Umea. Ideas were then developed into concrete proposals for local actions with key stakeholders, particularly local authorities and politicians. The first Action Learning Set (ALS) and transnational workshop of WEED in 2009 focused on gender and enterprise, particularly micro enterprises and start up support for entrepreneurial activity. The work showed how strategies to extend women's entrepreneurial activity constitutes a route not just for a more inclusive approach to entrepreneurship but also as a way for cities to become more dynamic, socially just and competitive environments. The second ALS and workshop, whilst continuing with the horizontal theme of enterprise through a consideration of women and social enterprise, was more concerned with whether supporting enterprise and new forms of work can provide a safeguard against poverty for women and redress gender imbalances in the world of work. The aims of the third ALS and related workshop were to examine what cities can do to promote opportunities that develop, use and retain the skills of women in a knowledge-based economy, particularly in sectors where they are currently under-represented. At each workshop attention was also paid to the ongoing development of Local Action Plans. The work of the project was also enriched by a series of on-line Master classes and videos.

Working together with the lead expert these project activities resulted in the creation of a strong knowledge exchange network where experiences, problems and potentialities could be discussed and drawn on. The subsequent Case Study Compendiums that were produced for each of the sub themes and videos produced by Entreprenor Centrum of Umea LSG and the Proxecto Persoa of the Santiago de Compostela LG draw on good practice from partners as well as other agencies in Europe and North America. They leave a resource that is of lasting use to all partners and the wider URBACT community. (See WEED [project website](http://urbact.eu/en/projects/human-capital-entrepreneurship/weed/our-outputs/) - <http://urbact.eu/en/projects/human-capital-entrepreneurship/weed/our-outputs/>).

Making the learning available to others in the URBACT community and wider has also

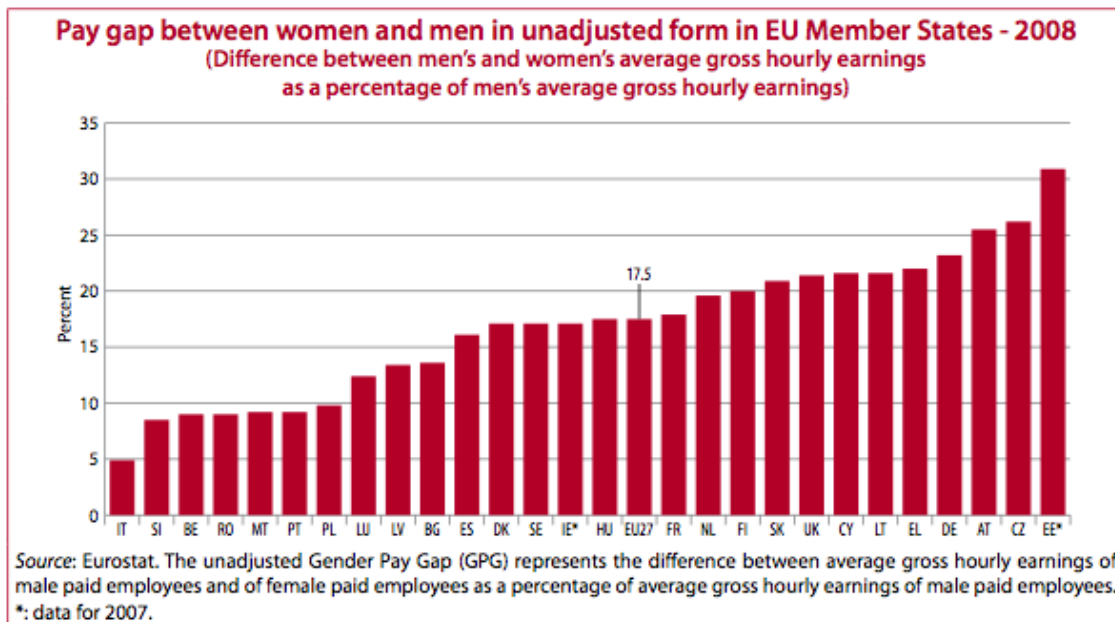
been enhanced by involvement in URBACT capitalization activities and the development of a Community of Practice network (see Appendix 3).

A further and crucial part to the methodology of the project concerned Local Support Groups (LSGs) and Local Action Planning. The LSGs were the bridge between local and transnational work. They comprised networks of practitioners and elected officials drawn from elected local authorities, chambers of commerce, NGOs, social service departments, regional authorities, universities, business representatives, economic development agencies and equalities officers. The actual composition reflected the needs and challenges locally that had been identified during the Development Phase of the project. Their composition shows the varied context and issues faced in different cities. Some, for example, had decided to prioritize actions to help women start up and develop enterprises, others to reduce gender segregation across the world of work and business. The chance to bring together stakeholders at local level, to learn from models being adopted in cities across Europe and to take time to plan actions has been recognised by partners as a valuable dimension of the URBACT programme.

Local Action Plans themselves are an important dimension to the URBACT program. They are intended to improve the impact of transnational exchange and learning on local policies, and give a concrete form to the outputs from networking activities carried out by each partner. All the cities involved in WEED developed such Local Action Plans. During the Implementation phase the concrete actions of the Local Action Plans were prepared and sometimes even implemented before the end of the project (See Local Action Plans, Section 10 this document).

5. Making sense of the problems – a European issue

Trying to make sense of the position within individual cities so that solutions could be discussed collectively was never going to be an easy one. If we compare countries even before examining the situation in individual cities the position regarding gender equalities varies considerable. The pay gap differs; the sectors where men and women work varies; the rate of involvement of women and men in entrepreneurial activity is not the same in different countries; there is a considerable variation across countries in the level of women's participation as inventors.



Nevertheless even with these variations as the graph above illustrates it is possible to identify a distinct gendered pattern in all these aspects across Europe – women are invariably the lower paid, they always exhibit a lower rate of entrepreneurship than men, and they show less interest in training for ICT^{8,9,10}.

So, whilst the gender pay gap may vary from nearly 31 % in Estonia to below 5 % in Italy, women across the EU earn 17.5 % less on average than men despite it being

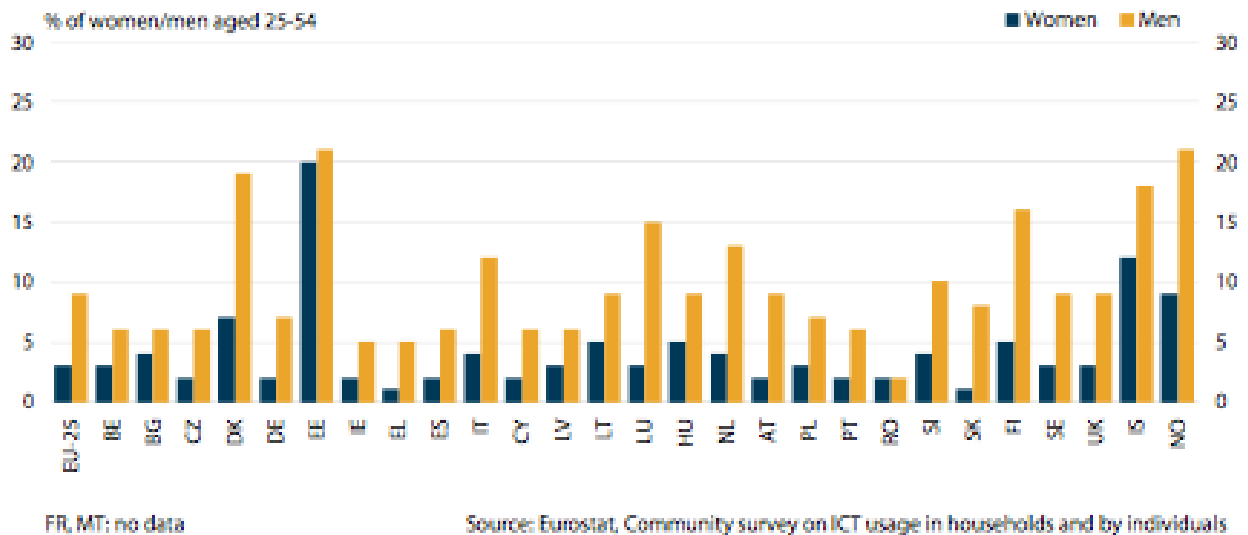
⁸ European Commission (2011) *Report on Progress on Equality between Women and Men in 2010*, Luxembourg: Publications Office of the European Union

⁹ Allen E, Elam A, Langowitz N, Dean M (2008) *Report on Women and Entrepreneurship*. London, Global Entrepreneurship Monitor

¹⁰ European Commission(2010) *She Figures 2009 – Statistics and Indicators on Gender Equality in Science*. Luxembourg: Publications Office of the European Union

more than 50 years since the signing of the Treaty of Rome. A treaty which affirmed the principle of equal pay for men and women for the same work or work of equal value. There has, moreover, been very little reduction of the gender pay gap in the last few years in any European country.

Women and Men aged 25-54 assessed to have high internet skills



Similarly levels of internet skills vary between countries but there is a gender gap in every country and this is a major problem for a number of reasons. Firstly ICT is critical to Europe's future and underpins the realisation of the Lisbon agenda. Something which the EC has recognized itself - "Half of the productivity gains in our economies are explained by the impact of ICT on products, services and business processes. ICT is the leading factor in boosting innovation and creativity ... and ICT is essential to meet the rise in demand for health and social care" ¹¹. And secondly as the 2010 EC report 'Women and ICT' reports the ICT industry contributes to a quarter of EU's total growth and 4% of its jobs but in 2006 there was an estimated shortage of around 300,000 qualified staff and the rise of women training for the sector at all levels has stopped.

11 European Commission (2010) Women and ICT: Status Report 2009, Directorate C: Lisbon Strategy and Policies for the Information Society p14

When it comes to entrepreneurial activity, the position of women according to the Global Entrepreneurship Monitor is a key one for a country's economic growth. They report :-

"An economy's entrepreneurial capacity requires individuals with the ability and motivation to start businesses, and requires positive societal perceptions about entrepreneurship. Entrepreneurship should include participation from all groups in society, including women, a range of age groups and education levels and disadvantaged populations. High-growth entrepreneurship is a key contributor to new employment in an economy."¹²

According to the EC report *Promotion of Women Innovators and Entrepreneurs*¹³ the picture is not a positive one for women entrepreneurs. The report shows only 8.3% of patents awarded by the European Patent Office are awarded to women: only 20.3% of businesses started with venture capital belong to female entrepreneurs; and women score less than men when assessing the level of innovation of their own business (e.g. innovation of product: 13.9% women compared to 14.5% of men; marketing innovation 9.1% women compared to 10.45% of men). The same review highlighted the difficulties in assessing the level of entrepreneurship amongst women but also concluded that the evidence that does exist is consistent in suggesting that the number of women inventor/ innovator entrepreneurs is low across all member states, particularly when compared with a country like the USA where 42% of businesses are owned by women.

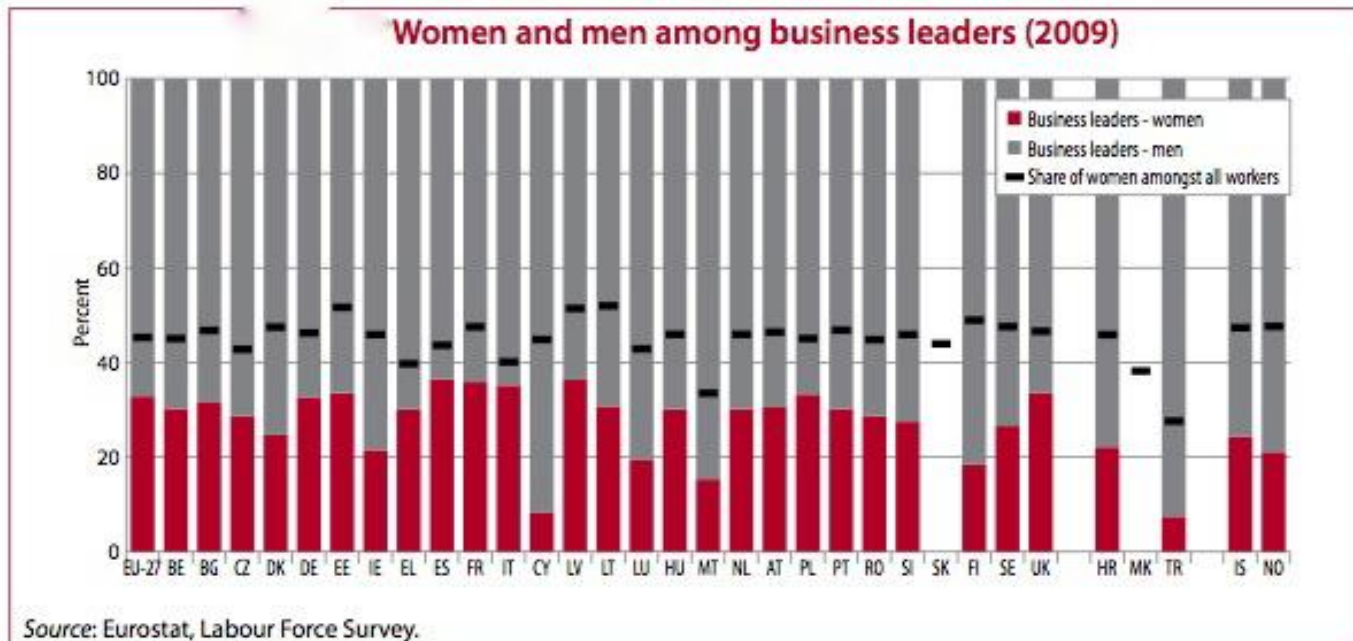
When we look at business leaders¹⁴ a similar picture emerges. Although women account for nine in every 20 workers in Europe they make up less than a third of business leaders and this disparity exists in all European countries to some extent or other. This is a significant figure for economic growth when we remember that

¹² GEM (2008) GLOBAL Women's Report 2007 p 22

¹³ European Commission (2008) *Promotion of Women Innovator and Entrepreneurship*. Luxembourg: Publications Office of the European Union

¹⁴ *Business leaders comprise people who work as directors or chief executives of a corporation or as the managers of small enterprises (categories 121 and 131 of the ISCO-88 classification of occupations). Note that these "business leaders" include some self-employed people who work through a company with no employees rather than as an independent and a few family workers in similar circumstances. These groups account for around 37% and 3% respectively of all women counted as business leaders and contribute to some of the country differences.*

research in Finland estimates that firms led by women are 2-3 percentage points more profitable than businesses led by men.¹⁵



There can be little doubt that many structural barriers that affect women's economic roles have been removed but the picture of gender gaps in pay, promotion, access to IT skills presented above indicates that gender segregation and inequality across Europe still exists and the situation is not getting any better. However in order to address the situation we need to explain the pattern of gender segregation and inequality outlined above? There are a number of contributory factors, including,

- Culture and attitudes that do not recognize the economic case for gender equality, particularly evident in business cultures.
- Lack of financial resources at start up and growth of new businesses; particularly important for the SMEs that women tend to be involved in and which play an ever-increasing role in innovation.
- Inadequate promotion of enterprise education at secondary level and in higher education to enable women and men to be involved in all sectors, but particularly high growth sectors.

¹⁵ GEM (2008) GLOBAL Women's Report 2007 , p 19

- Gender bias in employment training and funding for technology development.
- Lack of access to care for children and other dependants plus the costs of formal care that make it difficult for women to develop a sustained career and business development pattern.
- Lack of adequate leave arrangements and flexibility for parents.

There is no policy complacency about any of these issues at European level: there have been proposals and actual policy implementation at various levels. Indeed the implementation of policies in different countries that have attempted to address the issues may explain variations amongst member states^{16, 17}. However explanations and policy need to recognize that local situations and local stakeholders also vary significantly and can affect what is recognized as an issue and how this is taken forward, particularly when routes out of the recession are being explored. In the recession, economic development agencies, both public and private are being forced to think more creatively about how to facilitate connections and partnerships. If they don't then the loss of momentum could prolong an already slow and difficult recovery. Cities could be an important location for action. The recent report on Cities and Crisis produced by the URBACT Programme highlights the complex and varied impact of and responses to the challenges presented by the economic crisis but also argues strongly "cities and local governments are on the front line of the economic crisis, in terms of its impact on people, businesses and places".¹⁸ It highlights in similar ways to the Young Foundation and the OECD/LEED reports^{19, 20} that local employment and enterprise development agencies and policies have a vital role to play in developing routes out of the economic crisis. In order to expand such a role the partner cities of WEED examined in some detail the challenges that they faced in attempting to redress

16 WINNET8 Presentation of the INTERREG IVC Capitalisation Project WINNET 8 Consultation , available at

<http://www.winnnet8.eu/web/page.aspx?refid=85&newsid=115674&page=1>

17 OECD (2011) Report on the Gender Initiative: Gender Equality in Education, Employment and Entrepreneurship, Paris. OECD

18 URBACT (2010) Cities and the Economic Crisis : Summary of the Impact and responses of URBACT II cities, available at

urbact.eu/fileadmin/general_library/Crise_urbact__16-11_web.pdf

19 The Young Foundation (2009) , available at <http://www.youngfoundation.org/fixing-future>

20 Froy, F. & Giguere, S. (2009) [Putting in Place jobs that last: a guide to re-building sustainable employment at local level.](#) OECD

gender inequalities and segregation in the economy as well as examples of good practice that could inform their own work and the areas where they felt they could work to make concrete changes. Some partners had access to high quality data at regional and local level that helped them explore the issue. Umea, for example, benefits from the high-quality indicators on gender dimensions of entrepreneurship collected at national and regional level. Others needed to incorporate data gathering into their work in the WEED project. In Amiens, for example, a local survey was the only way for the LSG to assess the specific difficulties women encountered while creating or looking for a job. Nevertheless, despite difficulties in accessing data the establishment of Local Support groups involving key stakeholders enabled partners to identify and clarify the challenges they faced in relation to women, employment and enterprise and contribute examples of good practice and in the following section some of these very local challenges are outlined.

6. Making sense of the problem –local issues

Alzira, Santiago de Compostela and Umea were all cities with equalities strategies well established, in place and supported regionally and nationally when the WEED project began. Problems still existed, however, in the under representation of women in business, the lack of gender awareness amongst employment and entrepreneurial support agencies and an underutilisation of new technologies by women in their economic activity. The challenge for these cities was how to make future plans more concrete and more focused on economic and entrepreneurial growth at a time of economic crisis: a time where the danger of reducing local political will towards equality issues was becoming more evident. Developing specific actions that enhanced existing plans and improved local partnership working for gender free economic development was a key focus in these cities.

In Umea gender was an issue because of the extreme gender segregation in the labour market in the city leading to women having lower status and lower paid jobs than men. The focus was on addressing the norms and gender stereotypes that sustain this position. Gender discrimination and the segregating nature of the labour market were seen by the LSG as resulting in gender stereotype patterns that limit both women's and men's opportunities. Local business cultures were also identified as needing to be addressed.

In **Santiago de Compostela** the problems identified included the low level of business development services for women and the economic slow down that had affected the labour market and increased precarious working conditions for women as well as men. The focus was on labour insertion and business support for unemployed as well as redressing the under-representation of women in growth-enhancing fields such as science, technology, engineering. Lack of financial support for new businesses as well as a need for business advice and mentoring support were key issues here.

In **Amiens** whilst women constitute 43 per cent of the employed labour force the rate is lower than elsewhere in France and women's unemployment is more pronounced than men's locally even amongst those with the same qualifications and female entrepreneurs are few and far between. The city authority had only recently set up an Equalities Department and the challenge addressed by the LSG was how to make sure the newly established commitment of the Municipality to reducing gender inequality could be realised through concrete actions. The main focus was on how to reduce the difficulties encountered by women while creating their company or looking for a job and how to find the right partners to take it forward. The two key issues the LSG decided to address were how to improve partnerships between the municipality, NGOs and the private sector in order to make services to support new entrepreneurs less gender specific and develop actions that would reduce the limitations of current childcare on employment.

In **Crotone and Enna** the rate of employment for women is low, especially for lone parents or women with low qualifications. Both Italian cities identified the long dependence on public financial support as holding back entrepreneurial culture. The city authorities together with stakeholders identified two key problems – attitudes that effectively exclude women from the world of high quality employment and enterprise and a lack of institutions and actions that effectively support women into enterprise. Their desire was to change the prevailing culture and attitudes towards women's involvement in enterprise and work and integrate business support more effectively for men and women wanting to start their own businesses. Local initiatives in enterprise support and the early introduction of enterprise culture in schools were felt to be areas worth exploring.

In **Celje** two key challenges identified by the LSG were how to fill the gap between local care needs and a reduced public sector capacity to meet those needs, at the same time as enhancing women's power in the local economy. Care for the elderly has become a major issue locally as well as nationally as demographic shifts occur. It has also been increasingly privatised locally although without a strong tradition of women moving into the private sector as employers. In addition care work has traditionally been seen as women's work, relatively unskilled and low paid. Finding ways to create good quality conditions to integrate women into entrepreneurship and improve training for the sector was the main priority for the Celje LSG.

In **Karvina** the main challenge identified was how to ensure a continuum of support for unemployed mothers wanting to work. Whilst there was a growing interest in private business in the city, women (particularly those with lower qualifications) were seen to face particular barriers including insufficient childcare and the stereotyping of women's capabilities. Addressing the situation is a new concern in the city so in order to address the situation more detailed local information was needed: national and regional data simply do not give a depth of knowledge that could be used to produce effective local actions.

In their review of their own local challenges it was clear that the barriers to women's involvement in entrepreneurship, to good quality employment and to the sectors of the economy deemed necessary to a strong sustainable economy at local level are similar to those identified by researchers at European level. Gender segregation was seen by all the cities as a continuing problem in economic development so that no matter what the position in each city there was sufficient commonality in issues to work together to develop local solutions. The next step for the project was to identify good practice amongst partners and from elsewhere to inform concrete proposals for change. A selection of the good practices of partners that were of particular significance for discussions is listed below.

7. Selected examples of good practice ²¹

Promoting and supporting women in entrepreneurial activities.

Female owned enterprises are a vital part of the European economy and play a vital and significant role in job and wealth creation. Yet many female-owned enterprises experience less than optimal growth. Business accelerators and incubators are programmes designed to assist start up businesses with financial and/or operational resources that increase their chance of growth and success. The **LEIA Accelerator in Umea** shows how this can be done in a way that is particularly appropriate for women, particularly those involved in SMEs. It offers 'real world' skills training, assists clients to build a network of resources and provides access to seminars, workshops. Experienced business advisors provide clients with tools and confidence through a supportive, individual and practical approach. In doing so it uses one of the strengths of women's approach to business. LEIA Accelerator's purpose is to accelerate gender equal business, based on cooperation and innovation. There are now 20 companies with more than 50 per cent ownership by women in the Business hotel where LEIA is located and the aim is to work as a natural meeting point for growing companies with gender equal management. A Leia company must be owned at least to 50% by a woman and have been in operation in three years or more. It is based on the belief that there are not enough role models for women who want to create their own enterprises and even fewer for those who want their businesses to grow. It is not an Incubator but an Accelerator owned by Magma Vaterbotten, a non-profit organisation and run by three staff. Accelerators focus on growth and development rather than the new company focus of Incubators. Leia addresses the real challenge for women of making small enterprises grow. Funding for the core staff has come from the Municipality of Umea (25%), the Regional Development Office (25%) and EU (50%). The Municipality has invested as part of its strong and strategic approach to promoting gender equality. Since its inception 5 companies (owned 50 per cent by women) have accelerated, i.e. begun to employ more staff, cooperate with others to expand and bring in enough to be a sole income. At least three companies owned by a foreign-born woman have expanded and the number of companies owned 50% by women in the Västerbotten region has increased by at least 10. The Leia Accelerator has also created and developed a network of at least 150 active female entrepreneurs

²¹ Full details of the good practice gathered during the project are the sub theme reports and case study compendiums . They are available on the project website <http://urbact.eu/en/projects/human-capital-entrepreneurship/weed/our-outputs/>

in northern Sweden. Its success is a result of working with soft values and being run by women entrepreneurs with a vision of cooperation and growth. It has put Umeå and Västerbotten on to the map as an area for gender equal business and has supported new ideas of how to run a business and business clusters.

Most attempts to take entrepreneurship onto the wider educational agenda have focused on the primary or secondary sector of schooling. In **Santiago** entrepreneurship in education has been developed in the higher education sector through the Women Emprende programme. **The "Woman Emprende"** Programme of the University of Santiago de Compostela was created at the end of 2006 with the aim of locating, stimulating, and providing relevant advice and support to the creation of enterprises promoted by women of the university community of the city. One of the most direct ways for transferring the research carried out at Universities is the creation of companies. However, differences had been proved to exist between the number of companies constituted by women and men at University. In order to develop a specific tool to foster female entrepreneurship the University of Santiago and the local authority have worked together to establish the programme. Through the establishment of entrepreneurial programmes which take into consideration the specific characteristics of women women have been able to keep on updating their knowledge in order to guarantee the survival and the success of their business, maintain use of the technology of the University and create the infrastructures which make it easier for women to distribute their time. Through this programme a number of actions have been developed that have resulted in greater visibility and relevance of female entrepreneurship within the institution itself and a greater number of possible female entrepreneurs have been given advice. GalChimia, for example, was supported in this way. It is now a leading Spanish company in the area of Synthetic Organic Chemistry, was constituted by four female Doctors of Chemistry and was expected to have a turnover of 5 million euros by 2011.

One of the major problems facing new entrepreneurs is that a multitude of business support providers may be competing for their attention. This can generate confusion for the entrepreneur, duplication of efforts and also lead to entrepreneurs 'falling into gaps' between different service providers. A well-known method for improving the coherence of business support service delivery is the one-stop shop. It is designed to avoid the problem of people being sent round different offices to access different types of support, with repetitive and confusing processes that hamper successful business development. In **Celje the One Stop shop** developed as a partnership between the local Chamber of Commerce and the local authority provides information

and advice on training: legislation, business news, ICT, Business Excellence, Project Management, Financing, taxes and accounting. It is one of 200 One Stop Shops in Slovenia supported by EU Structural Funds and developed nationally. They provide electronic support for the future entrepreneur and enable him/her to start with business operations in the shortest time possible. The model has proved successful at reducing the burden on entrepreneurs to identify and access the services they need and is valued highly by citizens as a tax free, fast service for those who intend to establish a sole trade company (a high proportion of whom are women). Entrepreneurs can make changes to their company either in person or via the internet. They can, for example, close their company and get the decision delivered on closure electronically in their safe mail box, accessed with qualified digital certificate. When a citizen sends data for registration into Business Register, s/he does not need to wait for a decision that she was entered in the register, but she can continue with other procedures that require a decision of being registered. The system automatically sends tax data together with registration data to Tax Administration Office, health data to Health Insurance Institute etc. The biggest technical challenge was the integration of systems and connecting the institutions. The project is very complex; it connects all levels of public administration and 14 institutions. It has been highly successful: since the project was implemented 74 per cent more sole traders have been supported.

More gender equal access to employment

In a situation where employment and educational achievement levels for women in the city are below the national average the municipality of **Amiens** organizes employment fairs for women with a day nursery system inside the forum, a training session for managers to make them aware of the difficulties women face or think they will face while creating their company and support for the national network of Centres for women information and rights (CIDFF). CIDFF is an NGO which helps and informs women and families in their rights and to find a job or a training. One of the actions carried out by the CIDFF is called **OA2F** (Optimizing Access to Training for Women). This involves the provision of advice and help by phone or through face to face meetings in a variety of fields but includes information about training and access to funding for training, including a subsidy covering the additional costs of training sessions (meals, transport, accommodation, childcare). It is an incentive for women who want to get back to work because they often leave their training activities before the end due to child care and financial problems. In 2007-2009, 56 per cent of women

who benefitted from the OA2F programme went back to work after their training course. This was a much improved completion rate.

Municipalities can play an important role in promoting new and better quality jobs by supporting small enterprise alongside advisory services. At the same time as supporting labour insertion companies the municipality of **Santiago di Compostela** recognised that the growth of the social economy could increase employment for women. The **Persoa** project in the city is primarily run by the municipality for women who wish to develop self employment and small enterprises in care services. It constitutes a training and support programme including the development of a business plan and start up financial assistance. The result - new high quality services for the elderly and psychological services for children have been developed as well as good quality jobs for highly qualified but unemployed women.

Municipal support for existing businesses to take on extra staff is another important way to create better quality sustainable employment at a time of economic crisis. In **Alzira** labour insertion programmes for unemployed women have also focused on the demand as well as supply side. Two programmes are involved. The **Contracta PIE programme and the Formaplus 2011 programme**. The "Contracta PIE 2011 Programme" aims to support unemployed people who have participated in the PIE "Integral Employment Plan" financed by the SERVEF and develop by IDEA (Local Agency of Development - Alzira). PIE is an "Integral Employment Plan" providing labour guidance and support to unemployment people in the process of finding a new job and also involves support for enterprises who agree to employ an unemployed person. The Contracta PIE focuses on the employer/ enterprise. An enterprise that makes a temporary contract for 6 months will receive 315 Euros and if the contract is for 1 year will receive 630 Euros. In the Year 2011, the Program has supported 7 people with a contract for 12 months and 15 people with a contract of 6 months. The objective of the "Formaplus 2011" Programme is to support the unemployed people who have taken some training courses in the municipality of Alzira. Again it involves working with employers. An enterprise that makes a temporary contract with a person that has taken a course in IDEA in the last two years, will receive a municipal grant. If the temporary contract is for 6 months the enterprise will receive 1.260 euros, if the temporary contract is for an entire year the company will receive 2.520 Euros. It is being used by women and men in more equal numbers than previous back to work programmes.

Changing attitudes towards the employment of women and men is key to changing women's position in the labour market. **Umeå** provided a valuable example of training initiatives to open up new less gendered pathways in employment. In the city many women are employed but there is extreme gender segregation in the labour market when they do work. Strong gender stereotypes exist regarding what men and women "should" be doing. The **Attraktiv Arbetsplats** was a project funded and supported by the municipality to address two aspects of the gender segregation: to recruit more men to a traditionally woman dominated profession – the school meals service- and raise the status of the job for women and men. The programme comprised two training programmes designed and planned by the municipality itself in collaboration with the school restaurants in order to meet their specific needs. Many of the teachers for the course were the staff from the school restaurants. This was a methodology used to challenge the existing staff, making them less afraid of a less gender differentiated workplace and at the same time showing them and others how skilful the jobs are in the school meals service. The results were an increased number of men in the school restaurants and easier access to full time employment for women who had been restricted to part time employment. Such results highlight the possibility of achieving real change when a gender relations rather than solely women focused approach is adopted.

Promoting and supporting women in science, research and the use of new technology.

The European Commission's Europe 2020 Strategy identifies a need to develop an economy based on knowledge and innovation at the same time as prioritizing inclusive growth. Exactly how cities can contribute to such developments and how they can make sure such developments are inclusive when it comes to gender are questions that need to be addressed if the 2020 strategy is to produce positive change for a wide range of residents. Examples of good practice identified by WEED partners included the Intercompany Education Centre in Celje, the Accelerador Programme in Alzira and the Women and IT programme in the Czech Republic.

Despite the traditional division into "men and women occupations" in **Celje** the proportion between men and women is slowly changing. Unfortunately this has not been fast enough to address growing shortages in certain occupations. In 2010/2011 38 of the 55 industries in which shortages were noted were "male" occupations including building industry skills, bus and truck driver, butcher, mechanical and civil engineer, tiler, toolmaker, construction workers, tinsmith. One barrier to addressing

the problem has been the highly segregated education system when it comes to career decision-making among youth in Slovenia. Stereotypes are very strong and affect the youth (male and female) when deciding into which secondary school they should enrol. The School Centre Celje has been developing new ways to change the situation, increase the interest of boys and girls in technology and innovation at the same time as addressing gender segregation and labour shortages. The result is the project **Inter Company Education Centre**. It comprises a contract on co-financing between the School Centre Celje and Ministry of Education and Sport of Slovenia, agreed within the Operational Programme for strengthening Regional Development Potentials 2007-2013. Of note is the action of one of the Centre's partners – the Secondary School for Engineering, Mechatronics and Media. The School established a Multimedia Centre, which consists of TV, radio, printing and photo studios. The centre has the latest technology giving students possibility to learn occupations in media in detail and is explicitly committed to providing equal opportunities for both sexes

The **Acelerador** programme in **Alzira** focuses on advanced services for entrepreneurs with a high growth potential, particularly in the ICT field. The aim is to prevent the 'leaky pipeline' ²²so often experienced by women. The focus is on SMEs with less than five years growth who are beyond the start up phase. It is a tool for entrepreneurs and small business that have an innovative idea in Valencia Region and provides help in the process of elaborating a business plan, strategy design, searching and funding opportunities. The Acelerador Programme was launched in 2010. It is a regional initiative led by the Business Information Centre (BIC) of Valencia and the Institute for Small and Medium Industry of the Generalitat Valenciana (IMPIVA). The programme is funded by ERDF. It aims to support the growth of innovative business projects of entrepreneurs and newly established SMEs through the provision of advanced services for companies with high growth potential. It is the first programme of comprehensive and individualised support for the growth of early stage innovative companies in emerging sectors that are located in niches of opportunity and aims to accompany them in their process of access to national and international markets. The programme includes the provision of high value added services that are designed to support innovative companies with how to implement growth strategies, search for public and private funding, recover investment in R&D, develop business plans and improve the skills in the company. It has been developed by Centros Europeos

²² European Commission. (2006). Women in Science & Technology: The Business Perspective. Brussels: Director-General for Research.

Empresas Innovadoras (CEEI) Valencia. CEEI Valencia was founded in 1991 under the initiative of the Valencian Government in order to promote business creation and innovation in the province. CEEI Valencia also supports companies after their creation, giving them advice for their consolidation and growth. It is a member of EBN (European Business and Innovation Centre Network. Together with the CEEI Alcoy, Castellón and Elche Centres, they are part of a CEEI Network fostered by IMPIVA (Valencian SME Institute) whose mission consists in creating the conditions leading to the development of new companies and diversifying and consolidating the regional economy.

According to the European Economic and Social Committee collaborations between universities, business community and local authorities are essential structures to support industrial change of the post Lisbon period by providing smart specialization, concentration of resources and a strong knowledge base. In Santiago di Compostela there are a number of partnerships involving the municipality and universities and research institutions. The **Information Technologies Research Centre (CITIUS)** in **Santiago** is a University/ Municipality initiative that has supported a number of women-led projects successfully. The Centre is a 3.200 sq m centre which hopes to house 150 researchers by 2012. The basic aim of the CITIUS is the development of Research and Development activities in the area of information technologies, giving an environment which boosts the interaction among scientists from different disciplines, and increases the transference of knowledge and technology both to the productive sector and to society in general. The main areas of development are Artificial Intelligence, Computing Engineering. The researchers previously selected to take part in the CITIUS include the following ones promoted by women: New téchnics of artificial visual (INCITE Funding: 48.300) and Explotación of hardware systems (INCITE Funding 66.930)

A particular focus on attitude change can be found in the **"Women into IT"** programme in the **Czech Republic** organized in 2007. It was organized to challenge stereotypes around women and ICTs and attract more women into the IT field. The project was sponsored by IBM and aimed at secondary school-leavers as in the Celje example above but also at women reinserting themselves into the labour market after maternity leave (which can last up to four years), and those attracted to IT but lacking the confidence to pursue a job in the sector. It was organised by the Association for Progressive Communications (APC Europe) and sponsored by IBM to challenge stereotypes around women and ICTs and attract more women into the IT field. During the year gender and IT awareness sessions, training sessions and public

roundtable discussions were held in the cities of Prague and Brno. Twenty women in high-level positions at IBM exemplified the diversity of professions in the IT field and were keen to support the project, serving as role models during sessions, talking about their work, and challenging myths around women and IT. The project was very well received by educators, media, other IT companies and women's organisations, who all participated in the public roundtable discussions, and especially by women and girls who took part in the workshops.

8. Policy lessons for cities

The process of gathering and evaluating the information about good practice and about concrete actions has been an important part of the project. It has allowed their potential for use at local level to be explored and constitutes the basis of a range of policy lessons that partners felt were relevant for themselves and others trying to develop concrete actions to address gender inequality in employment, enterprise and innovation. The policy lessons are listed below but it should also be noted that the parallel process of developing increased commitment from local stakeholders was key to clarifying the areas where change was needed and could be achieved in the city partners of WEED. Without it innovative ways of thinking about how to increase local initiatives promoting women's involvement in enterprise creation and growth was difficult to consider and following the section on the key policy lessons gathered during the WEED project the lessons regarding how to improve the planning process at city level i.e. some lessons about how to achieve change are also presented.

i. Policy lessons to increase women's involvement in entrepreneurship at local level

Whilst each partner city of the WEED project has developed specific and concrete actions for future action at local level it is worth remembering in this final report that in most ways local issues mirrored those found at European level, particularly those highlighted earlier in the report. All partner cities reported significant differences between male and female entrepreneurs, with women tending to own smaller businesses, operate with lower levels of capitalisation, manage firms in different sectors than men and have slower growth rates than firms owned by men. Gender specific barriers such as cultural norms and lack of access to finance were commonly reported but the gender gap was also explained by the sectors of business activity in the city where women currently worked and the age and size of female owned

business. The following represent policy lessons the project felt could assist them in drawing up their local plans to address these gaps but can also be seen as useful points for others if the entrepreneurial potential of women is to be recognized and the Europe 2020 targets²³ achieved.

- ***Adopting policies to break ingrained attitudes towards boys' and girls', men and women's entrepreneurial potential in school years and tertiary level education is a long term but necessary strategy***
- ***Providing easy, practical and flexible access to policy guidance and information services for both start up and growth phases of businesses increases women's confidence in their entrepreneurial capacity***
- ***Promoting awareness amongst politicians and business leaders of the economic case for encouraging women into entrepreneurial activities is important for a sustainable gender equity strategy***
- ***Improving women's access to finance, particularly micro finance is an important first step for business start up, especially when combined with innovative training and support***
- ***Introducing entrepreneurial training and support to unemployed women has a positive impact if realistic and sustained***
- ***A better balance of men and women in business networks and more female role models for female entrepreneurs increases women's interest in starting and growing businesses***

ii. Policy lessons to improve gender equality in employment at local level

In all the WEED cities, as in the rest of Europe, the picture of women's potential to contribute to economic development is strong. Women have gained higher qualifications than in the past, they have entered the labour force in greater numbers, their place in the board room has begun to change. However overall, differences in labour market outcomes for men and women are wider than gender gaps in

²³ EU 2020 targets for inclusive growth include 75% employment rate for women and men aged 20-64 by 2020—achieved by getting more people into work, especially women, the young, older and low-skilled people and legal migrants

educational outcome, their labour market position is not equal to men's and although some see the economic crisis as one that affects men more than women austerity measures and public sector cuts mean that women are now more vulnerable. There is a risk that measures to address the still lower participation rates of women, the higher unemployment rate for women and their weaker position in the labour market are not sustained or extended²⁴. The policy lessons offered by WEED are, therefore, still highly significant and include:-

- ***Covering the additional costs that families incur when starting training or starting work is an effective way to reduce the marginal costs of working for mothers***
- ***City wide media campaigns generated by a municipality but involving employers increases awareness of gender segregation and inequality***
- ***Integration of labour insertion and training strategies with support for employers (demand side enhancement) can improve employment opportunities for women as well as men if it is gender sensitive***
- ***Municipal led active gender equality initiatives can improve employment conditions for men and women and increase the earnings of women***
- ***A continuum of childcare is essential for sustaining women's employment and progress to better quality employment***
- ***The availability of reliable gender disaggregated statistics is key to enhancing evidence-based decision-making and policy development***

iii. Policy lessons to improve women's involvement in science and innovation at local level

The European Commission's Europe 2020 Strategy identifies a need to develop an economy based on knowledge and innovation at the same time as prioritizing inclusive

²⁴ Maier, F. (2010) —Re-cession or He-cession — gender dimensions of economic crisis and economic policy, in —After the crisis: towards a sustainable growth model, Brussels, ETUI

growth. Crucial to getting the knowledge and innovation of this equation up and running are three things:-

- Providing the right environment for generating new ideas, whether in technology, ICT or less resource intensive innovation
- Making sure that people have the right training and education to come up with new ideas and use the opportunities that innovation offers such as exploiting the potential of ICT
- Securing broad based partnerships that break boundaries between industry, government and universities to ensure that commercial development of ideas/innovation has both a positive social and economic impact

The ways in which cities can contribute to such developments and how they can make sure such developments are inclusive when it comes to gender were the questions addressed by WEED partners. The following are some of the policy lessons they consider worth drawing on when developing local strategies:-

- ***Creative changes in curricula and out of school activities that encourage girls and boys to engage in science, technology and ICT increases confidence amongst girls and boys to choose less gendered studies and careers.***
- ***Networks at local levels between public and private actors (chambers of commerce, universities, banks, municipalities) can help reduce the low involvement of women in the commercialisation of innovation if a gender perspective is added.***
- ***Local Accelerators that include mentoring can help women contribute to the diversification of a local economy and sensitise economic development agencies to women's participation in existing programmes.***
- ***Municipal led active gender equality initiatives in science and technology can increase women's interest and success in the ITC area.***

9. Planning lessons

WEED is about promoting a more gender balanced economic environment in order to draw on the positive potential of women in local economies. The project has done this

by developing new insights into women and men's routes into entrepreneurship and employment; developing and disseminating good practice in reducing gender specific segregation; and finally by developing Local Action Plans to sustain positive action for gender equality in local economies in the future. The evaluation of the Urbact I 2002-6 programme highlighted that, whilst the programme had been successful in mobilising participation in the programme, its outcomes had less impact at a local level than had been hoped. The URBACT guidelines state that local action plans should be developed by each URBACT partners in response to local issues. Their inclusion was aimed at increasing the impact of URBACT exchanges on local policies and practices.

"Each plan should provide pragmatic, precise solutions based on the results of the transnational exchanges and should be jointly produced with the Local Support Group on the local level and with all the project partners on a transnational level, who examine the options, enrich the proposed plan".

Has this been achieved in WEED? The process of transnational exchange certainly focused on 'pragmatic and precise solutions' so that whilst each partner city had their own priorities concerning the project themes from an early stage partners identified what lessons they could share with other cities and where they wanted to concentrate their efforts to achieve further progress. Involvement in joint planning of the transnational workshops and in planning and delivering on-line events driven by partner interests helped to create some highly effective synergies between local and transnational activities. For example a video that was created by the EntreprenörCentrum in Vasterbotten, a member of the Umea Local Support Group, for a WEED on-line session on inclusive enterprise creation is being used across Sweden to promote the type of actions they found work successfully.

Local Support Groups (LSGs) are the key to producing local change and ensuring that key stakeholders were involved was an important concern of all the partners. The LSG forms a core group that brings in different agencies and experts to help define and prepare the Local Action Plan. Outlined below are the composition of three city LSGs and some of the ways in which they worked as well as a general discussion of the process for all WEED LSGs.

The **Umea LSG** was made up of 11 members from a range of agencies including the Municipality of Umea, Employment Centre, Business Support centre, Regional Development Office, NGOs and Managing Authority. The LSG met monthly throughout the project period. Their focus was on gender segregation in employment and

business, a problem they identified during the Development Phase of WEED. The LSG agreed a joint agenda for a LAP, developed it and organized an event where all partners signed up to the Plan.



There were 12 members of the **Alzira LSG** including representatives from the municipality, the local association of entrepreneurs, the Regional Employment service and the Regional Government. The group met regularly to discuss ideas and actions raised locally and in the WEED transnational workshops, including the establishment of an enterprise incubator in

Alzira, the promotion of micro credit with La Caixa bank, the development of a municipal grant for female entrepreneurs and the development of a training programme for new entrepreneurs where the trainers are business owners or recently retire.

In **Karvina the Local Support group** was made up of 10 people: 6 from the municipality, 2 from the Bureau of Labour, 1 from the Chamber of Commerce and 1 from training organization operating in the labour market. Their focus was on decreasing the number of unemployed women and raising the number of business women. Most of the work was done by the core LSG but discussions with wider stakeholders were felt to be enhanced by the existence of the LSG.



For some partners working in this way was a new approach to planning and consulting with a wider range of stakeholders than normal was something of a challenge: a challenge that was increased by economic crisis and political uncertainty. In a 2009 survey of their experiences and responses to the economic crisis partners reported that large numbers of jobs are being lost in all cities and the most vulnerable workers, including large numbers of women, were the most likely to be affected. It affected not

only the direction of plans but also the commitment of some stakeholders. This is not an unexpected result when a report from the largest union in Spain, the UGT²⁵ reports that

In Spain, the alarm created by male unemployment resulting from the decline of sectors such as the construction industry, which has produced a number of layoffs in many companies, has somewhat eclipsed the problem of female unemployment and job insecurity faced. Therefore, we run the risk of forgetting once again the impossibility of satisfying professional and occupational expectations of women while the focus is on the precariousness to which male workers are currently subject, too. (ETUC,2011, p 15)

It highlights how important the local economic and political context is to planning. Enna and Crotone were two cities where local political change constrained action, Umea was a city where the long standing commitment of all politicians meant gender inequality and institutions geared to addressing it made the initial formation of a LSG a relatively easy task. Despite these differences the legacy of WEED in all partner cities was reported as a new way of working with a wider range of partners than had previously existed.

The different experiences of LSG formation and working amongst WEED partners are reflected in the lessons that WEED offers for this way of working. The **key lessons** were:

Partnership at local level brings focus and trust when it: -

- ***develops a dialogue between stakeholders at local level, particularly as exploring possible solutions allows a stronger understanding of how agencies and organizations fit together.***
- ***reduces competition between agencies and opens up possibilities of engaging with new stakeholders and potential beneficiaries of policy change.***
- ***focuses on the development of a local action plan: it encourages a joint strategic agenda***

²⁵ European Trade Union Confederation (2011) 4th Annual ETUC 8 March Survey, Brussels.

The conclusions from transnational work were that it can play an important role in giving a chance to exchange ideas and learn from each other when it involves: -

- ***study visits, online presentations, newsletters with information about partner activities and funding opportunities; they all help to inspire partners to see their own work from another perspective.***
- ***exploring other experiences: it reduces the fear of new and innovative ways of doing things.***

The impact at local level was viewed positively by all partner cities. All partners felt significant changes had been achieved –the process of local planning and its capacity were seen to have improved, and in ways that suited the different environments of different cities. Led by municipalities but charged with developing partnerships at local level meant the LSGs and their outputs – integrated plans – are positively connected to real successes in terms of additional funding and, important at a time of public sector cuts, new approaches to doing more with less. The real added value though is the apparent commitment to sustain the long lasting working group that was created and showed itself capable of carrying on the action plans, of identifying opportunities offered by a Managing Authority through their calls, and of maintaining the creative synergy established between the stakeholders.

An indication of the likelihood of longer term impact can be seen in the positive evaluations from all the Mayors in the partner cities.

- Elena Maria Bastidas Bono, Mayor of Alzira , for example, reported,
The WEED project has opened up an alternative road for us to keep in contact with Europe and approach the promotion of women’s employment and entrepreneurship in a direct and more adequate way.
- Tomas Hanzel, the Mayor of Karvina said,
By means of the WEED project we have managed to establish a partnership, not only with the project partner cities but also with other towns in the Czech Republic.
- Madame Maryse LION-LEC Vice-Présidente en charge de la lutte contre les discriminations et pour l’égalité in Amiens stated,

The WEED project was, for the city of Amiens, an excellent opportunity to network with other cities and to initiate a new local dynamic. This resulted in the creation of a local support group, whose excellent work has yielded innovative and ambitious proposals that will form the basis for a future programme of concrete actions to promote access for women to employment and entrepreneurship.



This positive evaluation was reinforced when all mayors signed a declaration of intent at the final conference. (See Appendix Two) Key to this document was the statement that

In short through this declaration we acknowledge that it is essential that local governments take the gender dimension fully into account in their economic development policies. Our commitment to promote practical measures to achieve this rests on a view that real equality of men and women is one of the keys to our city's economic and social success.

10. The Local Action Plans

The content of the final Local Action Plans shows the varied context and issues faced in different cities. Some are prioritizing actions to help women start up and develop enterprises, others to reduce gender segregation across the world of work and business. None are the same, each responds to local needs and local possibilities. Some are outlined below. The Umea LAP, for example, is interesting because it shows how a multi year, multi action strategy can be developed when local partners get together. The Celje LAP is another interesting example as it shows how closer connection with the Managing Authority and its calls plus the identification of service gaps alongside a focus on women, employment and enterprise can produce effective plans that attract significant funds.

The Local Support Group in **Umea** produced a joint action plan for the Vasterbotten region. It focuses on equal opportunity in the workplace and the labour market. The main focus of the action plan is gender-specific segregation. It identifies the

importance of reducing gender segregation for the region, for employers, for employees, for entrepreneurs and for a fair division of resources, power and influence. The action plan is signed by the Mayor of Umea, the County Governor of Vasterbotten, the Director of Swedish Public Employment Services, the Director of Leia Accelerator and the Director of ALMI (the lead partner and initiator of several programmes which assist in the starting up and development of new businesses). This commits all signatories to work together to implement the activities drawn up in the plan based on our specific and shared experiences and perspectives. The action plan is a multi-year strategy for the region's continued work toward reducing gender segregation of the labour market in Västerbotten. It includes ten areas of action including measures to increase mobility between female and male dominated sectors in the labour market (which has attracted funding from the Agency for Economic and Regional Growth) and also incorporates actions to draw attention to women's entrepreneurship and the male norm in the business world.

Developing an integrated gender equalities plan also featured in three other cities: **Celje, Santiago de Compostela and Amiens**. In all three cities the adoption of gender equality policy at national and regional level represented the background to the local action. In Amiens the appointment of a Vice-Présidente responsible for developing actions against discrimination and for equality co-incided with the beginning of the WEED project and ensured a strong driver for assessing the needs of women in relation to employment and enterprise within the equalities strategy of the city. In Santiago de Compostela the existence and demands of national and regional equality action plans meant a strong commitment on the part of all the stakeholders involved in the Local Support group to the development of an integrated time specific equalities plan. In Celje a female coordinator for equal opportunities who provides advice and momentum on actions to achieve gender equality works in line with national gender equality priorities. In all three cities the WEED project contributed to action plans for achieving equalities in the economic sphere and helped to clarify the realities of what could be achieved and when.

The main focus of the Local Support Group in **Celje**, which comprises members from the local Social Services, Employment Department, Chamber of Commerce and NGOs, was, however, the development of an integrated plan to produce greater gender equality in employment and entrepreneurship as well as the improvement of the quality of life of families living at a time of demographic and economic change. The Local Action Plan aims to meet a gap between the needs of families and public sector capacity to meet their needs: a gap that has been growing with the economic crisis

and with wide ranging changes in traditional family structures. Based on an initial analysis of families, unemployed women in the city and local social service, training and employability resources the LSG worked on a project proposal for a Centre for Information, Consultancy and Education. The plan comprises an analysis of the quality and quantity of existing services, a clear outline for the establishment of a new educational programme for workers to support the elderly and families in crisis. The programme was to recruit and train unemployed women alongside the establishment of a register of available workers who had completed the training but also includes a programme of training for those who wish to be self employed in the sector. By the time the WEED project was finishing funding of 300.000EURO had been attracted from European Social Fund.

Other action plans developed during the WEED project included proposed actions on three objectives: reducing barriers to female entrepreneurship, reducing inequalities at work and increasing women's involvement in innovation and new technology.

Objective 1: To reduce barriers to women's entrepreneurship (Alzira, Enna, Crotone, Santiago de Compostela). Local action plans included:-

- Extending mentor support for women entrepreneurs
- Programmes to increase interest in entrepreneurship from school age to older age
- Micro finance initiatives to encourage social enterprise in the knowledge economy

Objective 2: To address the inequalities in the nature and quality of work available for men and women (Umea, Karvina, Amiens, Celje). Local action plans included:-

- Developing training initiatives to open up new less gendered pathways
- Measures to increase women's take up of employment training
- Projects to change attitudes amongst employers towards more family friendly employment practices

Objective 3: To reduce the underutilization of women's knowledge and skills in innovation and the knowledge economy (Santiago de Compostela, Enna). Local action plans included:-

- Projects to change attitudes to science and IT amongst the young

- A joint university/ municipality initiative to increase uptake of the enterprise route by female undergraduates, postgraduates and faculty members in knowledge economy
- New training opportunities in new employment sectors (care)

Each Local Action Plan was produced in the local language but details of the CELJE LAP is available in English at Appendix Three. **Further details of each city's local action plan are available in English at <http://urbact.eu/en/projects/human-capital-entrepreneurship/weed/our-outputs/>**

11. Challenges that remain

This final report highlights the diverse and innovative way that WEED partners are responding to the challenges of reducing gender segregation and inequalities in employment and enterprise and ensuring the skills and talents of women are fully used for an inclusive, strong, sustainable growth in European cities. It is clear that no 'one size fits all' approach is being adopted but it is also clear that, with commitment to gender equality, smaller city-based approaches can establish strategies and tools to address what are local as well as national challenges.

Nevertheless a number of real challenges exist if those strategies are to be effective. These include making sure that new ways of working involving social and public economy are fully exploited and that promoting gender equality is seen as a positive way forward for local economies. It is clear from reviewing the work of the WEED partners and others that the commitment to equal opportunities and protection of the economically weakest can be achieved and indeed has been relatively advanced in the public sector but unless this is protected at a time of public sector cuts and transferred to the private sector progress will be limited. Women are increasingly likely to be the ones working in an economy fast changing to one where services are expanding rapidly, and where the need to counterbalance the loss of male employment has increased women's entry to the labour market or to enterprise. Ignoring women's economic potential is short sighted and cities have a role to play in ensuring this happens.

In all the cities involved in WEED there is a recognition that gender equality strategies and actions are still necessary and that there is a need to make sure that the gender impact of local economic development policies and actions is considered and

addressed. It is essential if women, families and cities are not to lose out. The partner cities of WEED enabled the cities to achieve a level of planning and commitment from key stakeholders that would not have been possible without the project. It highlights that even with limited resources new solutions can be explored, and they can be ones that do not involve additional resources but rather new approaches to old problems.

APPENDIX ONE: Activities & outputs of the WEED network

Action/ event	CITY	Date	Main topic
Preparatory meetings	Brussels	June 2008	General preparation of topics and sub theme groups
Action Learning Set and 1 st transnational exchange workshop:	Celje	July-September 2009	An urban agenda for female entrepreneurship
Action Learning Set and 2nd transnational exchange workshop	Santiago de Compostela	March-May 2010	Empowering women in the labour market
Action Learning Set and 3rd transnational exchange workshop	Umea	December - February 2011	Women, innovation and the knowledge economy
Final dissemination conference	Amiens	May 2011	Presentation of Local Action Plans and project results
1st Steering group meeting	Brussels	March 2009	Workshop planning and guidelines for LSG formation and LAPs
2nd Steering group meeting	Celje	September 2009	Workshop planning and LSG reports
3rd Steering group meeting	Santiago de Compostela	May 2010	Workshop planning and LSG reports
4th Steering Group meeting	Umea	February 2011	Final conference and report planning
On-line Masterclass 1		March 2010	Microfinance
On-line Masterclass 2		September 2010	Enterprise centres
On-line Masterclass 3&4		December 2010, March 2011	Preparing Local Action Plans

Outputs

Local Action Plans and details of the project

Available at <http://urbact.eu/en/projects/human-capital-entrepreneurship/weed/homepage/>

Project Brochure (May 2011) This includes a range of materials, gives details of the cities involved and local action plans. Paper version in all partner languages. USB key also included with all project outputs.

Newsletters 1-8 (May 2009-June 2011) Available at <http://urbact.eu/en/header-main/documents-and-resources/documents/?project=198>

WEED Baseline Report

Available at <http://urbact.eu/en/projects/human-capital-entrepreneurship/weed/our-outputs/>

Sub Theme Reports and Case Study Compendiums

- 1 Female Entrepreneurship in an Economic Downturn, Gill Scott, WEED LE, September 2009
- 2 Female Entrepreneurship in an Economic Downturn, Case Study Compendium, September 2009
- 3 Promoting better work and social enterprise for women, Gill Scott, WEED LE June 2010
- 4 Promoting better work and social enterprise for women, Case Study Compendium, June 2010
- 5 Women, Innovation and the Knowledge Economy, Gill Scott, WEED LE, February
- 6 Women, Innovation and the Knowledge Economy, Case study Compendium, February 2011

All available at <http://urbact.eu/en/projects/human-capital-entrepreneurship/weed/our-outputs/>

Expert reports

- 1 Gender Pay Gap and Occupational Segregation, implications for local economic development and planning, Angela O Hagan, Glasgow Caledonian University, June 2010
- 2 Case Studies in Gender Analysis for Economic Development, Angela O Hagan, June 2010
- 3 Women and Social Enterprise, Dorotea Daniele, DIESIS, June 2010

Available at <http://urbact.eu/en/projects/human-capital-entrepreneurship/weed/our-outputs/>

Articles

- 1 Female entrepreneurship: developing an urban agenda for female entrepreneurship, Professor Gill Scott, WEED LE

Available at urbact.eu/fileadmin/general_library/article-SCOTT1.pdf

- 2 Empowering women in the Labour Market, report, Professor Gill Scott, WEED LE

Available at urbact.eu/fileadmin/general_library/Empowering_women2__2_.pdf

- 3 Steps towards inclusive growth, Professor Gill Scott, WEED LE

Available at urbact.eu/fileadmin/general_library/Inclusive_Growth_-_GS__3_.pdf

Also available in URBACT Tribune 'Can European cities grow smaller, sustainable and inclusive?'

APPENDIX TWO: Mayor's Declaration

Women, Enterprise, Employment and Local Economic Development W.E.E.D. URBACT

II THEMATIC NETWORK

12th MAY 2011

DECLARATION OF MAYORS

We, the Mayors and Leaders of AMIENS (FRANCE), ALZIRA (SPAIN), CELJE (SLOVENIA), CROTONE (ITALY), ENNA (ITALY), KARVINA (CZECH REPUBLIC), SANTIAGO DE COMPOSTELA (SPAIN), UMEA (SWEDEN) involved in the W.E.E.D. Thematic network within the Urbact II programme;

Recognise

- **Gender equality is vital to the EU objectives of growth, employment and social inclusion** and is a fundamental value of the European Union. The European Commission's Strategy for Equality between men and women 2010-2015 aims to "use the potential and the talent pool of women more extensively and efficiently, so that economic and business benefits can be gained".
- **The entrepreneurial potential of women is underused throughout Europe.** Entrepreneurship and small businesses are a key source of jobs, business dynamism and innovation in cities - a reason why the European Commission promotes entrepreneurship as a way of achieving the Lisbon goals. Companies with a gender balanced composition can achieve an operational profit which is 56% higher than that of male only companies but compared with men fewer women are self employed, fewer women choose to start up businesses and fewer women play an active part on company boards.
- **There are too few women working in the field of innovation and technology** despite the fact that women have entered and succeeded in higher education. Women are underrepresented in the commercialisation of science and technology.
- **Local development is needed to harness the innovative potential of cities.** Cities and local governments are on the front line of the economic crisis, in terms of its impact on people, businesses and places and proposals to mainstream the Urban Dimension into EU Cohesion Policy, contained in the EU Fifth Cohesion Report offer an opportunity to pursue this.
- **We share a common interest** in improving women's position in the labour market, promoting women in entrepreneurial activities, and supporting women in innovation. At the same time the need to develop and maintain such measures locally has been underlined by a review of the position amongst partner cities that showed a range of barriers to women's full economic participation and highly localised contexts in which to take measures forward.

- **The WEED project has identified highly useful measures** and partnerships that can be drawn on to extend women's economic potential in our cities and towns. They are partnerships and measures that we wish to sustain and develop.

Affirm:

- Our **commitment to closing the gender gaps** in employment, enterprise and innovation. More specifically we welcome and endorse the need for a gender sensitive approach to economic and employment development as a means of increasing the chances for growth in our cities.
- Our commitment to **use our powers and strengthen co-operation** with local actors in developing concrete actions in favour of equality of men and women.
- Our desire to **adapt and strengthen measures** to improve women's position in enterprise and employment emerging from the W.E.E.D. network activities, particularly those included in our Local Action Plan.

More specifically we affirm:

1. That we will do all in our power to reduce gender inequalities in the access to quality employment using such measures as: -
 - Encouraging public and private sector employers to provide more family friendly employment practice.
 - Making training initiatives more flexible and less gender specific.
 - Meeting local service gaps whilst creating local jobs and training opportunities.
2. That we will do all within our power to increase women's involvement in entrepreneurship using such measures as: -
 - Actions to break ingrained attitudes regarding self-employment of girls and women.
 - More gender sensitive, integrated and innovative support for new business and business growth.
 - Increased access to micro credit.
3. That we will do all in our power to reduce gender inequalities in the knowledge economy using such measures as: -
 - Technical support for use of new technology by women-led business.
 - Encouragement of more women friendly collaboration between Universities and other partners.
 - Innovative programmes to raise awareness of science and technology careers amongst both girls and boys.

In short through this declaration we acknowledge that it is essential that local governments take the gender dimension fully into account in their economic development policies. Our commitment to promote practical measures to achieve this rests on a view that real equality of men and women is one of the keys to our city's economic and social success.

APPENDIX THREE: Local Action Plan, Celje

Innovative approaches for employment of vulnerable groups for support to family

State of the art

During discussions at local and national level, when new National programme for social security and new Strategy for security of elderly people were preparing a need for support to family was emphasised. Even if legislation is giving suitable frames for development of such services those are developed very evenly and not by needs. State has less power at stimulation of development, because the service in support to families and social services are in competence of a local level. Considering needs and problems families are facing with and considering the demographic changes societies are warning us against ageing, we see great opportunity in integration of two main goals:

- to create new jobs on field of social services
- to create suitable offer and choice of socially security services.

Both goals are also among the important goals of Ministry RS for work, family and social matters.

There is also a great opportunity for this idea to introduce results and experiences to ministry, which is in search for good practices for a longer time. Development of social services and their accessibility would be faster and established all over Slovenia.

We have decided for such content:

- because of the number of experts working in City of Celje among public services and other implementing institutions,
- because of Local interdisciplinary group's support for elder's needs, that monitors needs on field of services and programmes of social security and coordinates organisations in City of Celje project will have needed help and support,



- because local environment is prepared for a debate on this theme and more detailed research. During last three months three discussion events on this theme were organised.

We have also consulted the Employment service (regional unit), where we checked the number of unemployed together with their professional workers: first-time job seekers and those unemployed who are older. We have been introduced with selection procedures of suitable candidates and possibility of using financial instruments of Active policy for employment after the project ends.

During a discussion with project partners the content, necessary profiles of employees and education content were reviewed in detail.

We made number of consultations with foreign partners, with whom JZ Socio has cooperated in the past and for whom we think they will be in support in transfer of good practices and experiences.

Considering that all involved in the project are aware of the current situation and problems and further development of social services, we foresaw also solutions of larger barrier that we see for development and accepting of social services from side of users.

The main partner JZ Socio already today unites almost all socially security programs in municipality of Celje.

Partners are: JZ Socio, Center for social work, House for elderly Savinja Celje, Intergenerational centre Celje. Other organisations in the project are: Municipality Celje (Department for social activity and Local interdisciplinary coordination for need of older) and Employment service of the REPUBLIC OF SLOVENIA for hiring, regional unit Celje).

Citizens know and trust us. Information, advisory and educational centre, that we would found in this intention, would offer to citizens information, educations, consultancy concerning offer service to family and also suitable social service.

Service will offer help to family considering needs of individual users:

Older users will need: bringing of ready meals, a purchase of food, smaller house repair, washing and ironing, maintenance of garden and surroundings, cleaning of apartment or



house, hairstyling, nursing. This social security service will be provided at home and isn't included within current services. An employee that will done mentioned job will gain education in different areas:

- directions of development of social security for elderly people
- needs of an older person
- needs of lastingly ill people,
- healthy ageing
- communication with older person
- age dementia
- maintenance of personal hygiene
- first aid
- principles of safety at home
- Healthy diet, etc.

Educational programme will be certified by Social Chamber of Slovenia. Candidates for occupation will also finish practical part of training within "House for elderly Savinja, Celje".

Family special needs

- Support in defeating consequences of different crises in which entire family or just a member appears in different life tragedies or critical situations.
- Consultancy with improvement of self-image
- At problems with communication
- At educational or didactic problems.

Candidates will gain knowledge on education:

- About family dynamics
- Access to work with family
- About an acquisition of feeling of usefulness
- Restraining of own problems
- Improvement of self-confidence
- Enhancement of own psychosocial health



Candidates will gain practical experiences at Centre for social work.

Financial consultancy

Older people are often more vulnerable to abuse in financial matters. (That showed up during a round table in Celje on theme of violence against older persons. The Round Table was organised by local interdisciplinary group as part of preparing the strategy for protection of older persons in Municipality of Celje). Older people are often victims of a number of frauds because they have substantial less knowledge on field of finances.

Similar situation is recognised at the Centre for social work, which also notices insufficient treatment with social incomes. Therefore they are warning that there is a great need for education of individuals' harmonisation of expenditures with incomes and monitoring of personal finance and budget planning. Consultancy would be for target groups (pensioners, recipients of DSP, etc.) and for free.

The training will cover:

- Harmonisation of expenditures with incomes
- Monitoring of personal finances
- Financial planning
- Choice of financial resources and products
- Informing about financial trends, etc.

Consultants will be offering consultancy in a new centre and also on other locations with different target groups. This is a part of the programme of Ministry RS for finances with purpose to educate and raise knowledge of individual's financial ability of economical treatment.

During the project implementation we will ensure new approaches for development of social services. We are aware there are a lot of opportunities for creating new jobs for women that can with great support to family in crisis help to initiate a new practice for harmonisation professional, family and private life.

In two years programme we will:

- Develop analysis of needs (quality and quantity) of social security services
- Implement promotional activities among potential users



- Establish new Centre for information, consultancy and education (it will be placed where Intergenerational centre has offices)
- Prepare educational programmes (content will be developed after research and analyse)
- Implement education of unemployed women (target groups). There will be three different kinds of educational programmes for three services.
- Ensure for employment of unemployed women (Manager of the new centre and 3 candidates as coordinators of different services)
- Monthly evaluation
- In cooperation with ZRSZ we will present to all participants, who finished education successfully and could not be included into the project at this stage possibility of self employment for implementation of social service and organize shorter education programme, which will be of help to them
- Based on evaluation there will be a shorter additional education at the end of the project with content shown as needed during implementation of social service.
- In the last part of the project promotion will be strengthened in order to assure users also after the project ends.
- During the project two meetings with line ministry (MDDSZ), two transnational meetings and one expert excursion in Slovenia will be organized. At the end of the project there will be a conference meant for Slovenian municipalities as a transfer of good practice.
- Make more detailed research of needs (of amount and of kind) of social service,
- promotional activities between potential users,
- establish Information, advisory and educational centre (on location, which will be bound to occurring Intergenerational centre, because it would increase its offer with content),
- curricula (content will be guiding by needs established during research),
- organize educations for candidates from target group (first-time job seekers and older workers; three different educations for fifteen candidates). Candidates in this project will get much useful knowledge, that will ensure them self-employment at any time,
- during 2 years duration of the project we will engage 4 unemployed people (leader of the centre and one for each assembly, which will monitor their work, compliance of education content and needs and interest of users of services),
- monthly evaluations of the project,
- all, who will finish education successfully and it won't be possible to take part in the project in this development phase will be introduced with a possibility of self-



employment for execution of social service in cooperation with ZRSZ and shorter education will be organized which will be of help to them,

- shorter additional education will be organized at the end of the project based on evaluation with necessary content that was shown during execution of social services,
- in the last part of the project we will strengthen propaganda, that will ensure to users services also after the project ends,
- also two meetings with the line ministry will be done within the project (MDDSZ), two transnational meetings and one professional excursion in Slovenia and finally final conference intended for Slovene municipalities for transfer of good practice.

Experiences and results of this project will be of interest to the line ministry of MDDSZ-Directorate for social matters, which has among its own important goals stimulation of help to family and ensuring for accessibility, availability and provision of choice of social care services and programmes all over Slovenia. Therefore at the beginning of the project it is stipulated to have a discussion with line ministry representatives since two important documents are in preparation: National programme of social assistance 2011-2015 and Law on social care activities. The discussion would offer to the ministry suggestions and templates for changes of legislation that could in greater way contribute to stimulation of development of new services and programmes on local level.

We are convinced, that we can provide for :

- creation of new jobs,
- expand existent and apply new methods of work in order to ensure for greater employability and social inclusion,
- increase possibilities for harmonisation of professional, family and private life with greater help to family.

Target groups

Target group	Needs
<p>Unemployed women- 50 years old and older</p>	<p>According to ZRSZ, Celje unit, 831 persons from target group of vulnerable groups were registered in September 2010. Number of registered unemployed persons amounts to 2.892 unemployed in August 2010, the share of chosen target group represents 12,91%. Number of people from vulnerable target group has increased in comparison to August 2009. In June 2010 the unemployment rate in Municipality Celje was 12,8%.</p> <p>The employers are least likely to employ persons out of the target group. In most cases these are persons who only have few years until retirement and because of their age unequal access to labour market. Through this project we wish to enable equal access to the labour market for the target group.</p>
<p>Unemployed young women- first time job seekers</p>	<p>According to ZRSZ, Celje unit, 371 persons from vulnerable target group were registered in September 2010. Number of registered unemployed persons amounts to 2.892 unemployed in August 2010, the share of chosen target group represents 28,93%. Number of people from vulnerable target group has increased in comparison to August 2009. In June 2010 the unemployment rate in Municipality Celje was 12,8%.</p> <p>The employers are also least likely to employ persons out of the target group because of their lack of experiences.</p> <p>There is classified lack of needs after employees in the field of social assistance in Celje. Because older population is increasing and because new services and programmes of social assistance are increasing and creating new needs we wish to use the project to ensure the targeted unemployed are qualified and employed in the field of social services.</p>

Project indicators

	<i>Planned number in the project</i>
Number of included persons from vulnerable target group	45
Number of included persons from vulnerable target group – women	60%
Number of included persons from vulnerable target group – young	70%
Description of statistical regions included in the project	Celje, Savinjska region
Number of created workplaces – out of which how many green workplaces	4
Other concrete indicators:	
Number of qualification programmes	3 substantive joints and according to the needs and evaluations also a shorter additional education for each of the joints at the end of the project
Number of established Information, advisory and education centres	1

Scheduled activities and time schedule

Plan of activities

	Activity	Tasks	Direct effects (outcomes)	Responsible holder of activity and partners
1	<i>Establishment of local coordination group</i>	Inviting members and formation of a group among public, non-governmental agencies, intersectoral coordinated acting	Local coordination group Intersectoral, 10 members in order to follow the project, to make evaluation and give guidance	Applicant and partners
2	<i>Meeting with MDDSZ representatives</i>	Organization and coordination of the meeting, agreement on time and place, content of the meeting and realization	The project and templates for faster development of services on social field that could suggest modifications of existent legislation will be presented at the meeting.	Applicant and partners
3	<i>Making of analysis of opportunities and needs</i>	Taking note of public available data, statistical data, data on existent services which are already collected and important for the project's content. Preparation of surveys and conducting interviews among users.	Research outcomes, which will be useful for the content and for the extent of social's service offer	Applicant
4	<i>Establishment of Information-advisory and education centre in the framework of</i>	Establishment of "Information, advisory and education centre" Production of a programme of office's action and	Formation of an office and arrangement of centre's rooms	Public Institute Socio



	<i>developing MGC (only at location)</i>	offer programme according to needs and inquiry Production of evidence of qualified persons from the programme and data base of families in need for help and also want it		
5	<i>Formation of education and training course</i>	Production of education and training course according to joints: help for older, help for family and financial "literacy"	Produced training courses Produced time schedule of training and selection of operators	Selected outer operator, CSD, Dom ob Savinji
6	<i>A selection of unemployed, who will be included into education and training</i>	To form a group in cooperation with ZRSZ that will come to an informative session at which content of the project and education will be presented. Interviewing and examining adequacy of education and knowledge of a candidate.	Selection of 45 candidates to be included in education and training in this project	ZRSZ OS Celje, JZ Socio, Dom ob Savinji and SCD Celje
7	<i>Promotional activities for users</i>	To prepare a presentation of additional forms of help to family, which will be developed during the project	Users will be informed with possibility to use new services and with method of information about new services	JZ Socio and partners
8	<i>Education and training of vulnerable target groups with practical training</i>	Selection of persons out of vulnerable target group, conduct of training for 45 persons. Duration: theory 2 months, practical part 3 months.	Conduct of training Participation of 45 persons	Applicant, partners and selected outer operator
9	<i>Evaluation of education in implementation and</i>	Project's evaluation reports will be made monthly until educational centre will be formed. This task will be done by the management group. After	Monthly evaluation reports	JZ Socio Information centre

	<i>employment</i>	formation of the centre reports will be made monthly by employees at the information centre and presented to the management group.		
10	<i>Transnational activity 1</i>	Organization of an inspection, selection of an agency for ticket supply and accommodation arrangements, preparation of inspection's programme including professional course and inspections	Implementation of transnational activities 3 days, 15 participants	Javni zavod Socio
11	<i>Presentation of good practice in Slovenia in one of the municipalities</i>	Preparation of presentation of good practice, agreement with the municipality for presentation	Presentation of good practice	Javni zavod Socio and partners
12	<i>Recruitment of a manager and coordinators for each separate programme Information, advisory and education centre</i>	Selection of candidates, preparation of contracts of employment and employment of selected persons	Employment of 1 manager and 3 coordinators	Javni zavod Socio
13	<i>Conduct of additional education of those already included in the project out of vulnerable target groups and shown need after</i>	According to evaluation and shown needs a shorter additional education will be conducted for all those interested to be self employed and also advising about incentives for possibilities of self employment in the framework of APZ.	Conduct of additional education	Applicant, partners and supporting organizations

	<i>additional knowledge</i>			
14	<i>Promotional activities for users</i>	To prepare a presentation of additional forms of help to family, which will be developed during the project	The purpose is to gain users also after the project ends	JZ Socio and partners
15	<i>Meeting at MDDSZ</i>	Presentation of the project, its effects and outcomes	A meeting and presentation of outcomes	Applicant
16	<i>Transnational activity 2</i>	Organization of an inspection, selection of an agency for ticket supply and accommodation arrangements, preparation of the programme including professional course and inspections	Transnational activities 3 days 15 participants	Javni zavod Socio
17	<i>Final conference and promotion event</i>	Organization of the final conference, selection of discussion partners and moderator, defining the programme and content of the conference	Organization and implementation of the conference, transfer of good practices into all Slovenian municipalities	Javni zavod Socio in cooperation with local coordination group
18	Managing, coordination and evaluation of activities, outcomes and effects of the project and monitoring of participants in training	Managing and coordination of the project Interim and final evaluation of implementation, making of reports, requests and recommendations to the line ministry	Coordination Evaluation of project's implementation Monitoring vulnerable target group	Applicant and partners



Time schedule

No	Activity	Month																							
		1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24
1.	<i>Establishment of local coordination group</i>	█																							
2.	<i>Meeting with MDDSZ representatives</i>		█																						
3.	<i>Izdelava analiza priložnosti in potreb</i>		█	█																					
4.	<i>Establishment of new Information, consultation and education Center</i>				█																				
5.	<i>Formation of education and qualification programme</i>				█																				
6.	<i>A selection of</i>					█																			

Inclusion of vulnerable target groups

57

Planned number of inclusions

Description	Indicators
1. number of persons from vulnerable target group included into training	45
2. number of employed persons out of the target group	4
3. number of those out of the target group included in other project activities, shorter additional education according to needs	
Unemployed – harder employable	17
Unemployed – 1 st time job seekers	28

Inclusion methods of persons out of vulnerable target groups

At the stage of planning for implementation of activities the project coordination group also included Employment Service, regional unit Celje that has evidence of those that fit into vulnerable target groups. The project considers two groups of vulnerable target groups – unemployed, who are seen as less employable and those who seek their first employment. At the introductory meeting of forming project activities cooperation with ZRSZ was agreed. ZRSZ will cooperate at selection of persons to be included in training programme.

Budget of the Local action Plan

	2011	2012	
Javni zavod Socio	91.440,00	102.669,00	194.109,00
CSD	17.399,80	24.299,80	41.699,60
House for elderly people	17.253,74	22.320,16	39.573,90
Intergenerational center Hudinja	13.102,50	7.202,50	20.305,00
TOTAL	139.196,04	156.491,46	295.687,50

Budget per activities

Activity	2011	2012	
Salery	19.715,05	19.431,47	39.146,52
Services	68.450,00	63.360,00	131.810,00
- Education, seminars	30.400,00	28.360,00	78.760,00
- Transnational activities	18.550,00	18.700,00	37.250,00
- Study, analyses	10.000,00	10.000,00	20.000,00
- Programme of employment			
Equipment	4.750,00	4.750,0	
Cost for vulnerable groups	38.800,00	66.240,00	102.040,00
Overheads	10.480,99	7.459,99	17.940,98
	139.196,04	156.491,46	295.687,50

Local action plan is co-financed with ESF and started on 3rd December 2010.

APPENDIX FOUR: THE WEED COMMUNITY OF PRACTICE

Background

One of the goals of the WEED project was to try and ensure that the “messages” and outputs of the project could be widely shared with practitioners inside and outside the project partnership. In the WEED Communication plan it was therefore proposed that one of the methodologies that would be used would be to develop a “community of practice”. In the early stages of developing such a community of practice research was carried out to define what a community of practice is and identify good practice in the development of a community of practice.

What is a Community of Practice?

A community of practice is a group of people who have in common something they need to know how to do—a shared “practice”—and who interact regularly to learn together how to do it better. These people may not work together on a regular basis, but they can benefit from learning how others are approaching situations similar to theirs. Their involvement in their community is based on interest in the topic, not on formal affiliation. Their relationships are collegial rather than hierarchical. A community of practice is thus an ideal structure to foster learning across organizational boundaries. These structures are essentially informal; they cannot be mandated from the outside. A crucial characteristic of a community of practice is voluntary participation, because without this a member is less likely to seek or share knowledge; build trust and reciprocity with others; or apply the community’s knowledge in practice. Members’ willingness to learn and relate together is what drives value in communities.

Developing the WEED Community of Practice

The research undertaken highlighted very quickly the need to re-think our approach. What was clear from the good practice identified is that a considerable resource is required for the initial development of a community of practice and furthermore ongoing resources are required to sustain its activities. For example most of the good practice identified required a full time person to initially set up the community of practice. This varied from 4-6 months. Within the WEED project such resources were unavailable. Our initial idea was to work via the Local Support Groups that each partner would establish. As each Local Support Group would have a minimum of 10 participants are thinking was that we could simply create a community of practice through a LSG “multiplier”

effect. That is to say that each member of the LSG would identify 5 other people in their professional network who were interested in the work of the WEED project. With such an approach it would mean that we could establish a community of practice of between 450-500 participants. However, this approach also proved to be difficult as firstly, the development of the LSG's took longer than initially envisaged. Secondly, it took much longer than expected to establish profiles of the LSG members. Finally, there was also the barrier of language. It proved very difficult to find LSG members, let alone their contact who were able to work effectively in English which was the language of the project. This was not a problem in the face to face workshops as interpretation could be provided but in relation to online working this was a severe restriction.

Given these realities, a more pragmatic approach was adopted. This consisted of:

- Creating links with EU networks who are engaged with the issue of gender equality(eg European Women's Lobby)
- Creating links with EU networks who are engaged with local regeneration(eg European Regeneration managers network)
- Direct links being made with participants at related events.
- Writing project updates for other electronic publications and inviting members to join the community of practice

This has resulted in the creation of a "community of practice" that has 223 members. These members have received regular copies of the newsletters. However, it has to be said that this has been a fairly "passive" community of practice. Information has flowed to members but very little feedback has been received. As such the WEED community of practice has succeeded in ensuring that the work of the project has been more widely disseminated but it has not resulted in the creation of an 'engaged community'.

URBACT II

URBACT is a European exchange and learning programme promoting sustainable urban development.

It enables cities to work together to develop solutions to major urban challenges, reaffirming the key role they play in facing increasingly complex societal challenges. It helps them to develop pragmatic solutions that are new and sustainable, and that integrate economic, social and environmental dimensions. It enables cities to share good practices and lessons learned with all professionals involved in urban policy throughout Europe. URBACT is 255 cities, 29 countries, and 5,000 active participants

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