

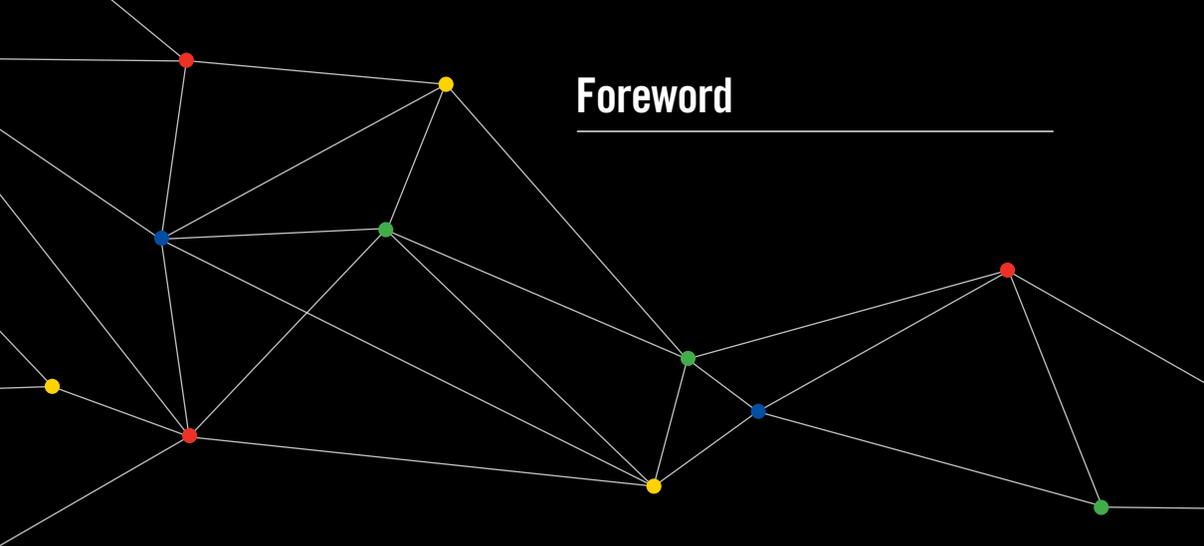
WOMEN'S RESOURCE CENTRES INNOVATION & PRACTICES

for Smart, Inclusive and Sustainable Growth



European Union

European Regional Development Fund

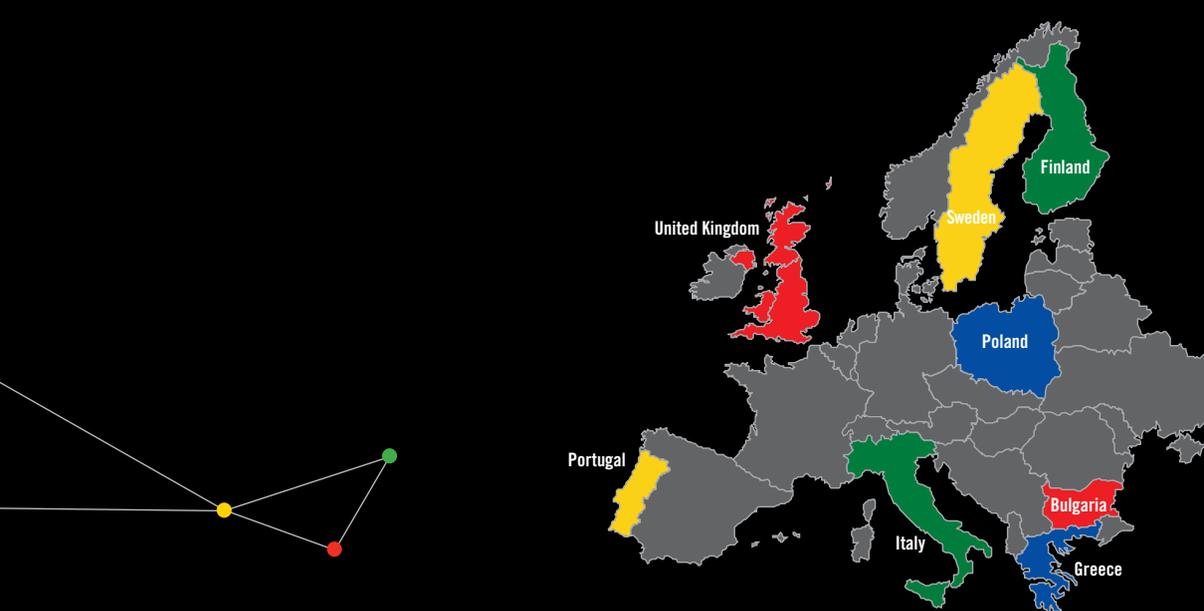


Foreword

“We need to open up pathways for women to non-gender stereotyped career choices, to knowledge-intensive business areas and to broader labour markets”

The book you are holding is the result of a collaborative project, WINNET 8, between actors and regions in eight EU member states – Bulgaria, Finland, Greece, Italy, Poland, Portugal, Sweden and the UK – under the framework of the territorial cooperation programme Interreg IV C and approved as a Capitalisation project. Common to these actors is an interest in counteracting horizontal segregation on the labour market and promoting women in technology, innovation and entrepreneurship. Increasing the participation of women in the labour market (reaching 75% employment rates for women by 2020) and in Science, Engineering and Technology (SET) are major challenges for Europe. According to the She figures 2009, published by the European Commission Directorate-General for Research, women only account for 20% of researchers in the European Business Enterprise Sector in engineering and technology.

One of the driving forces for bringing about change is Women’s Resource Centres (WRCs), originally a Swedish model but transferred to the other member states with the support of various funds, including the European Regional Development Fund (ERDF). Such centres have been established throughout Europe in order to enhance women’s labour market participation and integrate a gender perspective into regional growth policies. In co-operation with other regional actors, WINNET 8 capitalises on



the successful results of existing examples of good practice emanating from WRCs as well as similar initiatives in the involved member states. The project encompasses interregional exchanges of good practice, study visits, research and regional action planning with WRCs as key actors. Ultimately, WINNET 8 will influence growth policies at regional, national and EU level.

For us in Älvdalen Municipality, acting as Lead Partner in WINNET 8, our WRC plays an important role for advancing gender equality, entrepreneurship, internationalisation and attractiveness. Älvdalen is located in a sparsely populated area in North Mid-Sweden with only 7200 inhabitants and one inhabitant per km². Rural areas in Europe face additional challenges compared to cities and we must be able to offer attractive workplaces and careers for women and men, work-life balance opportunities and equal opportunities in terms of access to innovation and entrepreneurship support structures.

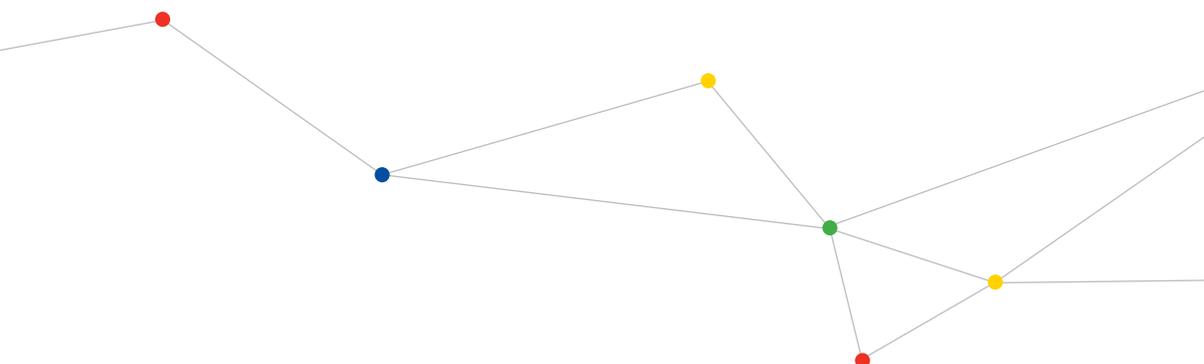
In the light of EU 2020 and the Cohesion policy for 2014-2020, we hope that the good practices presented in this book will inspire other European regions to embark on the same journey as WINNET 8 towards more smart, sustainable and inclusive growth. The innovation performance and competitiveness of our regions depend on the increased participation and inclusion of women in different fields of the economy. Whether

urban or rural, some of the most horizontally segregated industries will face exceptional challenges in the coming decade, with increased demand for a skilled workforce. We need to open up pathways for women to non-gender stereotyped career choices, to knowledge-intensive business areas and to broader labour markets. A gender dimension in regional development policies and practices is a prerequisite for future growth.

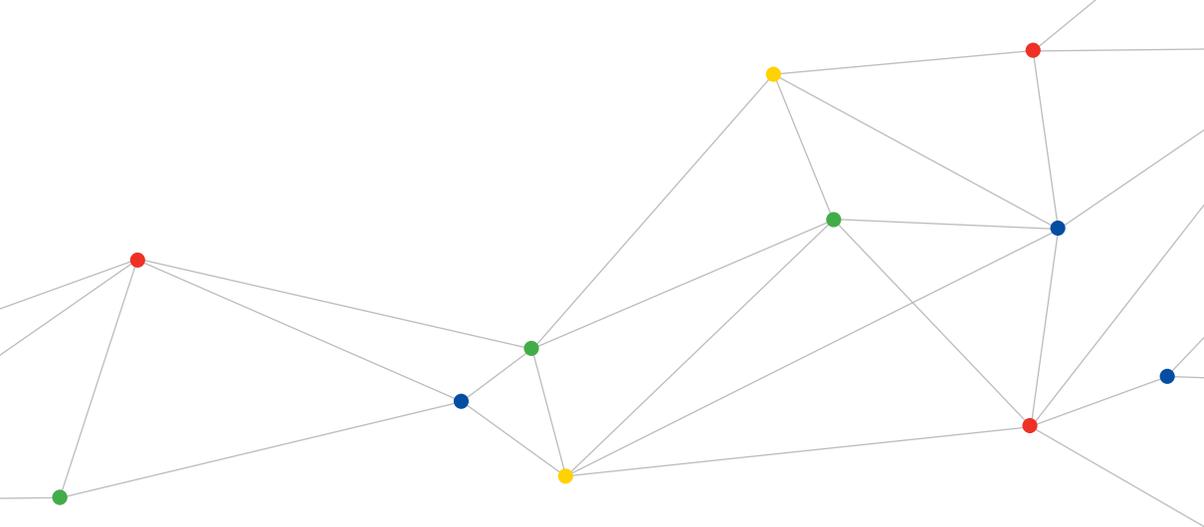
I offer my gratitude and appreciation to all the practitioners who contributed their experiences of good practices to this book: the scientific contextualisation by Malin Lindberg, researcher at Luleå University of Technology, with her expert area of gendered relations in innovation policies and innovation systems. Also Inger Danilda, consultant at Encounter AB, with her extensive experience of initiating R&D processes for gender equality and regional growth.

Mayor of Älvdalen and member of the Structural Fund Partnerships for North Mid-Sweden

Contents



1. INTRODUCTION	04
2. WOMEN'S RESOURCE CENTRES AND MOBILISATION	11
2.1 W.IN.NET	17
2.2 FEM	20
2.3 WINNET Sweden	22
2.4 National Programme for the Development of Resource Centres	25
2.5 Women@Work	27
2.6 Women Dynamic	29
2.7 Women Onto Work (WOW)	31
2.8 Integrated Perspective for Women of Western Macedonia	34
2.9 Simulated Career Days for Unemployed Women	36
2.10 Time, Work and Personal Lives	37
2.11 Social Legal Centre for Women's Professional Life	39
3. HORIZONTAL OCCUPATIONAL SEGREGATION	41
3.1 Scottish Resource Centre for Women in SET (UK)	45
3.2 On Equal Terms	48
3.3 Sensitisation of Educators for the Promotion of Gender Equality	51
3.4 GAPP	52
3.5 Gender Equal Counselling and Guidance	54
3.6 IFAC	56
3.7 Fife Women's Technology Centre	58
3.8 Metal Industry into the New Millennium	61
3.9 Steel & Engineering	63
3.10 NaisWay	65
3.11 Girl Geek Scotland	67
3.12 Close the Gap	69



4. INNOVATION AND ORGANISATIONAL DEVELOPMENT		73
4.1	The Raise – Women’s Initiative for Innovation Systems	76
4.2	Fiber Optic Valley Gender	78
4.3	Rewritten Social Contract	81
4.4	Positive Actions for Equal Opportunities in Enterprises	83
5. LEADERSHIP AND ENTREPRENEURSHIP		85
5.1	Women into Local Decision Making	88
5.2	Delfoi Academy – Women and Leadership	90
5.3	Ladies Business School	91
5.4	Ambassadors for Women’s Entrepreneurship	92
5.5	Consulting Services for Women’s Agricultural Cooperatives	94
5.6	Let’s do Business Together	96
5.7	W7 Dalarna	97
5.8	Peterborough Women’s Enterprise Centre (PWEC)	99
5.9	Micro Finance Institute (MFI)	101
5.10	Passport to Entrepreneurship	103
5.11	Entrepreneurial Women	104
5.12	DoNaEmpresa	105
5.13	Laboratory of Ideas	107
5.14	Wellamo	108
REFERENCES		111
	Practices	112
	Literature	113
	Partners	120

1. Introduction

WINNET 8 involves regions from eight EU member states: Bulgaria, Finland, Greece, Italy, Poland, Portugal, Sweden and the UK. All involved regions face similar challenges in designing effective policies for creating more and better jobs for women, breaking the horizontal segregation in employment and education as well as attracting women to innovation, technology and entrepreneurship. In order to contribute to the policy process, the project capitalises on the successful results from existing examples of good practice in the area of gender and regional growth. Some of the good practices in this handbook are presented in order to inform and inspire qualified efforts to mainstream gender in regional growth policies.

The handbook is divided into five chapters: Introduction (this chapter), Women's Resource Centres and Mobilisation (chapter 2), Horizontal Occupational Segregation (chapter 3), Innovation and Organisational development (chapter 4), and Leadership and Entrepreneurship (chapter 5). Each chapter begins with an ingress where the good practices are contextualised in the light of existing research. The most relevant aspects of existing gender research concerning WINNET 8's focus areas are presented and discussed so as to better understand how good practice can contribute to less segregation and hierarchical gender relations. The reader should note, however, that this scientific contextualisation does not imply a scientific validation of each good practice example presented in the handbook. References to research appear at the end of this handbook.

Gender mainstreaming

Scientific classification of "gender mainstreaming" can be a useful tool in understanding the implications of this handbook's good-practice solutions for addressing gendered patterns of segregation and hierarchy. Gender mainstreaming is the primary tool for achieving the goal of gender

equality in the EU member states; this implies that gender equality is to be addressed by all policy areas and in all phases of decision making (Sterner & Biller, 2006). The regional growth policies are thereby prescribed so as to acknowledge gendered dimensions and initiate actions intended to attain gender equality. Given its ambition to capitalise on existing insights into how gender can be promoted in regional growth policies, this makes WINNET 8 highly relevant in an EU policy context. On the policy level, gender equality is often included in concepts of "sustainable development" and "sustainable growth" (Danilda & Granat Thorslund, 2011).

As a complement to the strategy of gender mainstreaming (or as part of it, as Squires (2005) suggests) positive actions for women are executed by several EU governments within gender equality policies as well as within regional growth policies. This has included public funding of Women's Resource Centres (WRCs). This variation of measures reflects Walby's (2005) observation that there are many different definitions of gender mainstreaming and many different ways of implementing it in practice. One definition is provided by Rees (2005, p 560), stating that gender mainstreaming is "the promotion of gender equality through its systematic integration into all systems and structures, into all policies, processes and procedures, into the organisation and its culture, into ways of seeing and doing". Another definition is proposed by True & Mintrom (2001, p 28), who propose that gender mainstreaming is to be understood as "efforts to scrutinize and reinvent processes of policy formation and implementation across all issue areas to address and rectify persistent and emerging disparities between men and women".

Walby (2005, p 323-324) highlights two general ways in which gender is mainstreamed. Firstly, there is a strategy of 'integrationism' which "introduce[s] a gender perspective without challenging the existing policy paradigm, instead 'selling' gender mainstreaming as

a way of more effectively achieving policy goals". Secondly, there is strategy of 'agenda setting' which implies "the transformation and reorientation of existing policy paradigms, changing decision-making processes, prioritising gender equality objectives, and rethinking policy ends". In this context, the term 'transformation' is to be understood as "neither the assimilation of women into men's ways, nor the maintenance of a dualism between women and men, but rather something new, a positive form of melding". Walby notes that the strategy of 'agenda setting' means that 'gender mainstreaming' is less likely to be rejected; due to its conformity to existing policy paradigms it may have only limited impact, precisely because it does not challenge existing norms.

Squires (2005, p 368-371) presents a different way of categorising gender mainstreaming efforts. She discerns three types of strategies: 'inclusion', 'reversal' and 'displacement'. She connects the strategy of 'inclusion' to a liberal type of feminism, seeking gender-neutrality and conceiving people as autonomous. What is mainstreamed in this category is primarily a formal equality of opportunities, realised through bureaucratic policy processes. The strategy of 'reversal' is associated with the stream of radical feminism; this seeks recognition for a specifically female-gendered identity and is explicit in discussing 'women' as a specific category. In this context, mainstreaming is seen as a way to include women's voices. Squires links the strategy of 'displacement' to a post-modern type of feminism, where 'gender' becomes a verb instead of a noun. It is problematic that discourses ascribe gender to people, attributes and activities. 'Gender mainstreaming' is then equivalent to norm diffusion, acknowledging a broad spectrum of identities, experiences and visions. Squires emphasises that the three strategies are to be regarded as complementary rather than competing or incompatible. Ultimately, she concludes, 'gender mainstreaming' is most likely to be truly transformative when all three strategies are implemented side-by-side.

WINNET 8's focus areas are presented and discussed so as to better understand how good practice can contribute to less segregation and hierarchical gender relations.

It is highly relevant to classify the types of gender mainstreaming represented by the different good practices in this handbook. The various types differ in their potential to challenge and change the gendered structures of regional growth policies. In some cases, the practices embrace more than one type. The practices using the strategy of 'integrationism' emphasise the potential of gender equality to contribute to increased economic growth and hence do not challenge existing policy paradigms. Therefore, the likelihood of their changing masculine norms in regional growth policies is limited. However, their adherence to all-embracing policy goals increases their chances of being accepted by policymakers and brought into the policy agenda.

In contrast, the practices using the strategy of 'agenda setting' do challenge existing policy paradigms by reorienting existing policy goals; for example, by highlighting alternative ways to achieve societal development. They thus challenge masculine norms in regional growth policies whilst lowering their likelihood of being accepted onto the policy agenda. Similarly, practices which use the strategy of 'inclusion' are more likely to be integrated into the policy agenda since they "only" demand formalised rights to equal influence and benefit from regional policy programmes and projects. They do not promote a gender perspective on the goals of regional growth policies, nor do they challenge the segregating notions of 'women' and 'men' as unified but separate groups.

In contrast, practices which use the strategy of 'reversal' underline the importance of women and their efforts to evoke regional growth. They thus recognise the importance of including a multitude of experiences and perspectives in regional growth policies. However, they tend to reinforce the very dualistic notions of gender which constitute the base of segregating gender orders. Finally, practices which use the strategy of 'displacement' question the separation of 'women' and 'men' as two homogenous groups. Instead, they assume there to be so many individual variations within each of these categories that it becomes more fruitful to analyse how gender is "done" in each situation; ascribing women and men different attributes, competences and interests. These practices have the greatest potential to challenge and change gendered norms in regional growth policies. In the next section we will therefore discuss the approach of specifically "doing gender".

Doing gender

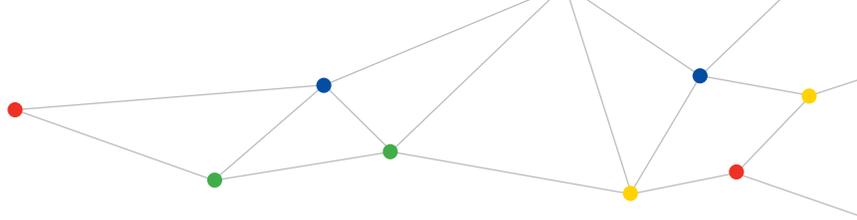
The scientific approach of "doing gender" is a useful tool in fully understanding the gendered relations of regional growth policies addressed by the good practices in this handbook. This approach will be highlighted since it provides a framework for understanding how gender can be analysed in policies and organisations. Doing gender has come to constitute one of the main approaches employed in contemporary gender research (Gunnarsson et al, 2003). According to the doing gender approach, gender can be regarded as an ongoing activity and interaction performed among and between women and men in organisations and in society as a whole (West & Zimmermann, 1987). Everyday practices and activities are thereby related at an institutional and structural level (Acker, 1999). One of the classic contributions of gender research relies on the principles of doing gender, as it exposes how gender is often done in ways which create dichotomies,

e.g. between women and men or between femininity and masculinity (Butler, 1990). This leads not only to segregation in, say, the labour market, but also to hierarchies where areas associated with 'men' and 'masculinity' often are ascribed higher value, through higher wages, faster careers and political prioritisation for example (Gunnarsson et al, 2003, Lindberg, 2010). This implies an uneven distribution of power and resources between women and men (Acker, 1999).

Contextual variations are emphasised in studies of doing gender, exposing how gender is done in different ways, occasions and places (Gunnarsson, 2007). Four different analytical levels have been suggested where gendering occurs (Gunnarsson et al, 2003) in order to distinguish such variations:

- Gender-differentiated division of work.
- Images, language and ideology.
- Relations and patterns of interaction.
- Individual identity.

These four levels of the ongoing gender construction can also be detected within regional growth policies, as addressed by WINNET 8. In the promotion and practices of projects, gender is done at the level of work division when certain actors and sectors are distinguished in a manner congruent with the sex-segregated labour market, thus reinforcing segregating gender categories. On the level of images and language, gender is done when differing value is ascribed to the distinguished actors and sectors in relation to innovation and economic growth, reinforcing hierarchical gender categories (cf. Pettersson 2007, Lindberg 2009). Internally, in projects supported by regional growth policy programmes, the doing of gender can be perceived in the levels of interaction and identity when women and men are treated differently and when their contributions to the projects are esteemed in differing ways (cf. Pettersson, 2007, Andersson, et al 2009).



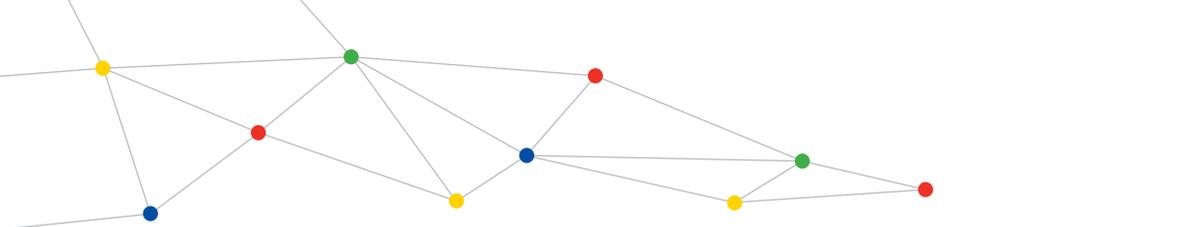
The aspect of change is principal in the theory of doing gender, as the focus on everyday practices underlines the possibility of doing things differently (Gunnarsson et al, 2003). According to the doing gender approach, it is not compulsory for the doing of gender to end up in segregating and hierarchical patterns. Quite the opposite, since – at the individual level – it is possible to act in ways which break this trend, opening up – at the structural level – to more dynamic and nuanced perceptions of the world. In relation to the prioritisation of projects in regional growth policy programmes, such a change in the way of doing of gender could imply a different priority pattern, increasing the estimation of projects concerning industries employing many women alongside the already prioritised projects concerning industries dominated by men. However, it is not always easy to bring about change, since the dominating structures can be tenacious, reacting with resistance when challenged. The resistance reveals that there are power relations involved, requiring negotiations about “what men and women are allowed to do, how they are allowed to behave and how men and women are to be ranked and valued” (Kvande 2003, p 37-38).

In relation to the classifications of gender mainstreaming, the doing gender approach seems to share more features with the strategy of ‘agenda setting’ than the strategy of ‘integrationism’. This is because the aforementioned strategy tends to bridge dualistic gender constructions and challenge their static appearance in a way consistent with the understanding of gender as continuously constructed (as advocated in doing gender). Hence, the good practices in this handbook which employ the strategy of ‘integrationism’ are more likely to challenge and change prevailing gender norms in regional growth policies. The deconstructive stance of the strategy of ‘displacement’ is similar to the understanding of gender as continuously constructed and thus possible to change, as proclaimed in the doing gender

approach. Accordingly, the practices which embrace this strategy are more likely to evoke less segregating and hierarchical gender relations in regional growth policies.

Gender in regional growth

Regional growth policies and projects are developed and implemented so as to increase the economic, social and ecological development in different regions of the EU member states. In this section, we will highlight the scientific development of research increasing the knowledge about the relationship between gender and regional growth. Changing prevailing structures of economic and social divides in the society, requires knowledge of how a wide range of citizens, industries and innovations can influence and gain from public efforts to promote regional growth, not being hampered by gendered stereotypes. Some of the most pivotal scientific works on gender in regional growth – among those written in English are Perrons (1995), Horelli et al (1999), McDowell (1999), Rees (2000 & 2005), Forsberg (2001), Lotherington (2003), Sterner & Biller (2006), Pettersson (2007), Hedlund (2008) and Westberg (2008).



Most of the prevalent research studies analyse gender and regional growth by means of the two approaches presented above: gender mainstreaming and doing gender. Analysis has been carried out on the extent and manner in which gender is mainstreamed in various policy programmes and projects. There has therefore been scrutiny of how gender is constantly produced on the symbolic, structural, relational and individual levels in regional growth policies, as highlighted in the doing gender approach. As early as 1993, Friberg surveyed prevalent regional growth policies and concluded that the funding had been very unevenly distributed among men and women, at the latter's expense. This conclusion has subsequently been confirmed by several studies (cf. Lindsten et al, 2001, Bull, 2002, Pettersson, 2008, Lindberg, 2010). Lindsten et al (2001) explain that one reason is that women's enterprises often are disqualified by the demarcation of regional growth programmes. Another reason is the lack of statistics exposing the gender division of project managers, target groups and results in project applications and reports. Disqualification and statistics are addressed in the good practice called "The Raise" (practice 4.1) in this handbook, where public promotion of clusters and innovation are criticised for excluding service industries and for prioritising manufacturing and high-tech industries without sufficient statistical data on other industries.

Pettersson (2008) concludes that the obligation to mainstream gender into all policy areas is not fulfilled in Nordic growth policies focusing on innovation. Instead, the main policy goal of EU – to become the most competitive, dynamic and knowledge-based economy in the world – is prioritised at the expense of the gender equality goal. Lindsten et al (2001) predict that regional policies which truly integrate a gender perspective would look very different compared to prevalent policies. One of the differences might rely upon an alternative conceptualisation of

"women" as a category. Hudson & Rönnblom (2007) conclude that women are often constituted as needy, lacking and deviant in regional development policies. Gender is thus done in a manner which separates women and men in their assumed need of public assistance, in relation to such things as entrepreneurship and employment. This segregated gender construction thus creates a subject position for men as self-evident and more heterogeneous actors in regional growth policies. Hudson & Rönnblom (p 65) state that:

"The integration of gender equality in regional policy seems to (re-)produce the status quo when it comes to the subject position of women – only now without the extra resources that women were previously given when the issue of gender equality was defined more explicitly as increasing women's opportunities in sparsely populated regions. In today's discourse of regional policies, the goal of sustainable growth assigns women a position of lacking the driving force needed to produce this goal."

This is a relevant concern for those good practices in this handbook promoting women's mobilisation, innovation and entrepreneurship. Measures targeting women as a group are usually motivated by the predominance of men as clients and beneficiaries of the general public promotion on these areas. The design and motivation of measures specifically aimed at women determines the extent to which they reinforce or challenge prevalent gender structures of segregation and hierarchy. In the case of the Swedish national programme for the development of WRCs (see practice 2.4 in this handbook), such measures have been motivated by women's need for support in their process of starting a business or finding a job. Thus there is a risk of reinforcing gendered stereotypes of women as, in Hudson & Rönnblom's words, "needy, lacking and deviant". However, in the latest programme, such targeted measures were, discarded in favour of measures aimed at policymakers.

This eliminated the gender dualism in the programme design but also hampered the inclusion of women's grassroots experiences in the programme strategies.

Similarly, the good practice "Women@Work" from the UK (practice 2.5 in this handbook) – providing information and training for women motivated by the lack of "an essentially female perspective in important discussions affecting workplaces and society" – could be seen to reinforce gendered stereotypes due to its motivation, but could be gender-challenging in its design. One of the good practices combining a structural and individual approach is "Rewritten Social Contract" (practice 4.3) in Italy. There, efforts to incorporate gender equality into management strategies are combined with measures to improve employment opportunities and career development for women. A good practice focusing solely on the strategic level is "Close the Gap" (practice 3.12) from the UK which works strategically with employers, trade unions and policymakers to narrow the gender pay gap, reduce occupational segregation and increase flexible working opportunities.

Forsberg (2001) clarifies that regional growth policies affect women's and men's relations on the labour market since apparently gender-neutral decisions can evoke gendered effects. Some of the measures suggested for bridging the gender gap in regional growth policies are the establishment of WRCs, counselling and capital to entrepreneurs, gender aware statistics and forceful reprimands from the government to those projects which do not fulfil gender equality obligations. Forsberg also reflects upon the notion of space in regional growth policies and concludes that women's influence is often determined by distances, marginalisation and peripheries. According to her, the notion of space thereby underlines the variation of gender relations in different places, a fact that is also acknowledged by the doing gender approach. This is highly relevant in the

WINNET 8 context, since the good practices vary due to the specific gender relations in each participating region.

What life strategies women and men choose depend upon the range of possibilities determined by local and regional "gender contracts". Such contracts are informal and can be more or less gender-equal. Traditional gender contracts imply a breadwinning role for men and a caring and homebound role for women. Modern gender contracts imply a more equally distributed responsibility for the family income and child/elderly care, but can still contain elements of gendered work division in regard to, say, emotional work and planning. When reading and using the good practices in this handbook, it is important to acknowledge the specific gender contracts in each case as different gender contracts require different measures. Regions with traditional gender contracts might have to focus on enhancing women's entrance into the labour market while regions with modern gender contracts might choose to focus more on areas such as changing the symbolic estimation of those industries in which the majority of women work.

2. WOMEN'S RESOURCE CENTRES & MOBILISATION

The WRC model, developed in Sweden and adopted throughout Europe, constitutes a tool for achieving gender equality in regional development policy in both rural and urban areas.

2. WOMEN'S RESOURCE CENTRES AND MOBILISATION

Several of the good practices identified in WINNET 8 emanate from initiatives taken by Women's Resource Centres (WRCs). Such centres have been established throughout Europe over the last two decades to enhance women's labour market participation and to integrate a gender perspective into regional growth policies. WRCs have played an important role in the history of events and projects which ultimately led to the initiation of WINNET 8. In this ingress, we will frame good practices of WRCs with highlights from existing research. There exist a handful of research studies describing and analysing WRCs and their emergence, organisation and results. Some of these studies have been executed within the framework of ongoing evaluation of the national WRC programme in Sweden, managed by Swedish Agency for Economic and Regional Growth (see practice 2.4). Two final reports from these evaluations have so far been published (Forsberg et al 2004, Ramböll 2009). Other research studies have been carried out in direct cooperation with different WRCs (e.g. Axelsson & Ungmark, 2000, Pettersson & Saarinen, 2004, Stenmark & Johansson, 2005, Johansson, 2008, Lindberg, 2010). There are also some studies describing and discussing WRC criteria (Danilda, 2008, Eriksson et al, 2008).

The origin of the WRC model

The origin of the WRC model can be traced back to the early 1990s when public funds were initiated to encourage the establishment of WRCs in Sweden. The aim of the public funding of WRCs was to increase women's participation in regional development policy and implementation. In her role as one of the "Head Gender Researchers" in WINNET 8, Malin Lindberg (2011a & 2011b) has produced two articles describing the Swedish WRC model and summarising her own research studies of WRCs. Her thesis shows how WRCs in Sweden have systematically organised themselves at the local, regional and national level. They have done so by linking public, private and non-profit sector

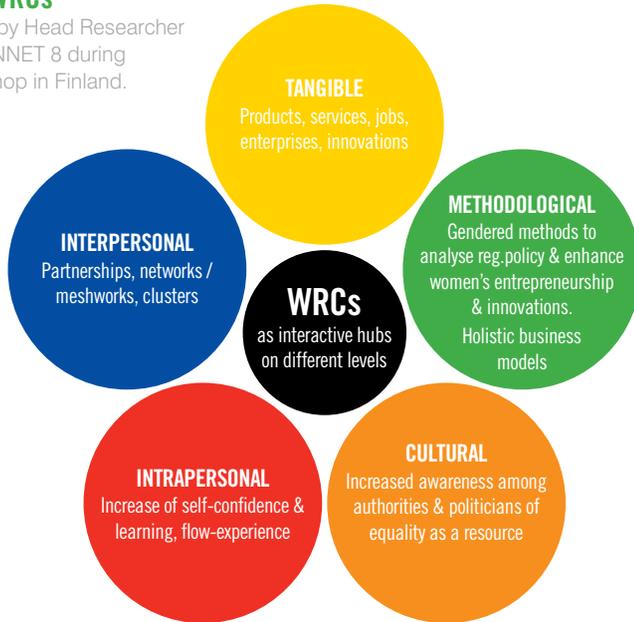
and academia around different topics such as entrepreneurship, labour market participation, new technologies (such as information and communications technologies), services and creative industries. Lindberg highlights how the WRCs have operated with a double strategy of support and counselling to individual women on the one hand and strategic actions intended to evoke structural change in policies on the other (Lindberg, 2010).

The public funding of WRCs in Sweden was initially channelled through the County Administrative Boards operating at regional level. Since 1998, the funding of local and regional WRCs has been distributed from the national level by the Swedish Agency for Economic and Regional Growth. Their programme for WRCs is highlighted as a good practice in this handbook (practice 2.4). The Swedish National Federation of WRCs (Winnet Sweden, formerly NRC) was established in 1999 as a non-governmental, non-profit organisation in order to secure the sustainability of the WRC model in Sweden. From 1999 until 2001, lobbying activities focussed on securing positive action for women as a tool within regional development and growth policy. In its struggle, the Federation enjoyed the support of the Swedish parliamentary committees on business development and regional development. Thanks to these efforts, positive action for women in the form of public funding for WRCs was brought back onto the policy agenda in Sweden after having been marginalised in the name of "gender mainstreaming". The result has been a launch of new WRC programmes every third year.

At the turn of the millennium the Swedish government changed its instructions to grant funding to WRC activities. In addition to helping increase women's participation in regional development policy, the WRCs were now specifically prescribed to contribute to sustainable development and gender equality within various regional policy programmes, such as the regional growth programmes in

Outcomes of WRCs

Model presented by Head Researcher Liisa Horelli in WINNET 8 during a research workshop in Finland.



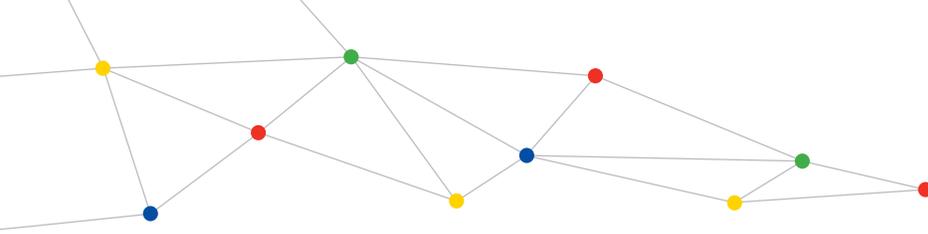
each county/region and the European Union Structural Funds. This task was reinforced in 2010 when the WRCs were no longer funded for direct support to individual women (whom they had been supporting in terms of counselling, education and networks). Instead, the public funding would solely support actions intended to evoke structural change in regional growth policies by influencing decision makers and actors and promoting labour market participation, entrepreneurship and innovation.

Character of the WRC model

The WRC model, developed in Sweden and adopted throughout Europe, constitutes a tool for achieving gender equality in regional development policy in both rural and urban areas (Danilda et al, 2009, Horelli, 2011, Lindberg, 2011a & 2011b). WRCs' main target group is women wanting to realise their ideas of new businesses, innovations, employment, projects and so on. The WRCs provide these women with business counselling, information, training and joint action networks. Furthermore, policymakers and civil servants constitute an important target group for WRC activities, which strive to add a gender perspective to the formulation and implementation of policy

programmes. WINNET Europe is the European association of WRCs and its formation is a good practice example examined in this handbook (practice 2.1). WINNET Europe defines the main functions of a WRC as:

- Empower women.
- Be a neutral meeting place for women networking.
- Be an information and documentation centre.
- Advise, counsel and mentor women to realise their projects or business ideas.
- Interlink women's networks.



For some WRCs, international cooperation has been a strategy for achieving legitimacy and visibility in their own local community.

According to Lindberg (2011a & 2011b), the WRCs have been moulded by the needs identified in their immediate surroundings, meaning each centre has its own, unique profile. This has led to different organisational structures. Many WRCs are Non-Governmental Organisations (NGOs), managed by idealistic committees whose members receive no financial recompense for their efforts. Both the Swedish and European associations of WRCs are NGOs. Some WRCs are part of municipal business departments and incorporated into the public sector. Others are run by private enterprises who do so in close co-operation with other local actors or on behalf of a municipality. Irrespective of their unique profiles, several of the WRCs have the strategies of empowerment and mobilisation of women's resources in common. These strategies permeate WRC activities such as training and networking.

The construction of joint action networks involving different groups and actors is another common feature of WRCs in order to help women realise their ideas, WRCs have systematically constructed new constellations of actors who are capable of contributing. Depending on the geographical context, WRCs have involved, for example, SMEs, global corporations, banks, business development centres, employment offices, public authorities, research institutes, consultants, educational associations, NGOs and charitable foundations. The actors involved are from different sectors of society – the public, private, academic and civil (non-profit) sectors. Each actor has contributed their knowledge of, for example, financing, product development, marketing

and work-life balance. Within areas such as health care, tourism and local food production WRCs have organised joint action networks of SMEs working together with public authorities, universities and NGOs in order to strengthen the potential for innovation and commercialisation of new products and services. This multitude of involved actors/sectors is reflected in the good practice “Women@Work” (practice 2.5) included in this handbook. Their advisory group includes representatives from the public, private and third sectors.

Besides business counselling and constructing joint action networks, the WRC model comprises project development and implementation (Danilda et al, 2009, Lindberg, 2010, 2011a & 2011b, Horelli, 2011). The projects managed by WRCs target different areas identified as crucial for the expansion of women's entrepreneurship and innovation. The development of certain business areas – such as tourism, health care, culture/arts, handicraft/design and information and communications technology (ICT) – has constituted the core of many WRC initiatives. Projects have targeted entrepreneurship among different groups of women, for example ethnic minorities, the unemployed or university students. Other initiatives have focussed on provision of gender equality awareness and training for policymakers and business advisors. Some initiatives are lobbies for regional policy measures benefitting and securing women's influence. Such lobbying activities have been aimed locally at municipalities and business development actors, regionally at the County Administrative Boards, nationally at governmental agencies and public ministries and internationally at the European Commission.

The business areas targeted by the WRCs' activities have been primarily those where most women are working (Lindberg, 2010). Due to the strongly sex-segregated labour markets in Sweden and Europe, the private and public service sector has been ascribed a central role in WRCs efforts to attain gender

equality in regional development policy. In the case of WRCs, the service sector includes health, social care, tourism, culture/arts and handicraft/design. However, the ICT sector – characterised by a predominance of men as employees and entrepreneurs – has also been given high priority ever since the first WRCs started in the late 1980s. WRCs have also been involved in establishing thematic centres focusing on women and technology, designing specific programmes for attracting more women to ICT and initiatives for cross-fertilisation between the ICT sector and the tourism sector. Some WRCs have also been involved in reinforcing gender equality within the steel industry and other sectors dominated by men.

Internationalisation of the WRC model

The Swedish WRC model has been gradually adopted internationally, supported by various European Union funds (Danilda et al, 2009, Horelli, 2011). In 2006, WINNET Europe was formed as a non-profit organisation incorporating WRCs from 21 countries. In this handbook, WINNET Europe is one of the good practices examined (practice 2.1). The organisation's aim is to develop and implement a model for this kind of network organisation, comprising quality standards for efficacious actions by the WRCs.

In her role as one of the Head Gender Researchers in WINNET 8, Liisa Horelli (2011) has compared different types of WRCs and identified two categories; "Traditional WRCs" and "WRC-like support structures or networks". The first type builds on the WRC model developed in Sweden and also adopted in other countries such as Greece and Finland. In this handbook, this type is examined in the good practices emanating from Ergani Centre (for example practices 2.6 and 2.8), WINNET Sweden (practice 2.3) and WINNET Europe (practice 2.1). The second type, which perform similar tasks as WRCs but do not use the WRC label, are in the UK, Finland and Poland.

Some of the most recent research studies of WRCs have focused on their similarity to the joint action networks being promoted in prevalent regional growth policies, primarily those labeled "innovation systems" and "clusters".

In this handbook, this type is examined in, for example, the good practices "WOW" (practice 2.7), "Let's do Business Together" (practice 5.6), "Peterborough Women's Enterprise Centre", (practice 5.8), "Scottish Resource Centre for Women in SET" (practice 3.1) and "Women's Technology Centre" (practice 3.7).

Both types of WRCs have some basic elements in common such as: empowering women to become active players in developing local/regional activities; gender-awareness objectives; providing centres and meeting places for information, counselling or networking; project work. At the same time, they tend to vary in terms of their organisational structure, resources, visions, activities, target groups and outcomes. The main difference between the "traditional" WRCs and the support networks is that the latter tend to have a narrower focus for their activities, targeting specific groups such as (potential) women entrepreneurs. They also tend to lack spaces accessible to the public. According to Horelli (2011) the flexibility of the WRC concept and practice therefore seems immense. Both types of WRCs share the problem of financing. Only the Swedish government has provided some basic funding for the continuity of WRCs, though it has been criticised for being too small and short-term (Lindberg, 2010). WRCs outside Sweden have to depend on funding from other sources.

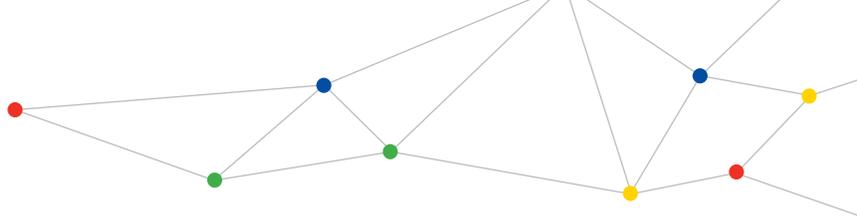
Since Sweden joined the European Union in 1995, local, regional and national WRCs have been active in transnational projects. A survey reveals that over 60% of the WRCs in Sweden had participated in one or several projects with partners from other countries (NRC, 2008). The rationale for participating in these transnational projects was manifold; reasons included obtaining funding in order to secure the survival of the WRCs, to develop new approaches and methods and to learn from women's initiatives in other parts of Europe. For some WRCs, international cooperation has been a strategy for achieving legitimacy and visibility in their own local community. Some of the WRC project proposals denied funding from local, regional or national policy programmes in Sweden with the justification that "the idea is not innovative" are actually perceived as highly innovative in transnational EU programmes. Linking a WRC to European networks has evoked interest – and eventually funding – from authorities at home.

WRCs challenging gendered structures

The conclusions drawn about WRCs in existing research studies have implications for the scope of WINNET 8, highlighting the issues in the gendered structures of policy and research. According to the project plan, WINNET 8 will contribute to regional growth by improving women's participation in the labour market, innovation, technology and entrepreneurship. Existing research highlights how WRCs challenge the priority pattern in innovation policy and research and its coherence with the horizontally segregated labour market (Danilda et al, 2009, Lindberg, 2010). They prove that additional actors and areas are important for creating innovation and growth; particularly areas employing many women, such as the services sector. Thus, the research also highlights "the lack" of women in innovation and technology as well in entrepreneurship. WINNET 8 aims to shape regional, national and EU-level policies and development programmes which relate to women's status in the labour market and

ensure these policies are integrated into mainstream provision. The research contributes to these aims by exposing how the doing of gender in policy programmes affects women and men in their everyday life, delimiting or granting access to public funding of different kinds. Until now, joint action networks mobilising many women have mainly had access to funding from policy programmes promoting gender equality and women's entrepreneurship. They have, thus far, been excluded from funding which targets innovation networks, reducing their access to higher value grants covering a longer period of time. The WRC model constitutes an alternative to this logic of public promotion of innovation systems and clusters. They open up the arena for promotion of innovation to a multitude of actors, areas and innovations.

Some of the most recent research studies of WRCs have focussed on their similarity to the joint action networks being promoted in prevalent regional growth policies, primarily those labelled "innovation systems" and "clusters". These are a different type of joint action network, enhancing innovation by cooperation between actors from different industries and sectors of society. Innovation systems are a particular type of joint action network where actors from the public, private and academic sectors cooperate. The main purpose of this cooperation is to enhance the development of new knowledge relevant to all three sectors, as well as to transform this knowledge into innovations (i.e. new products, services, processes and organisational structures). Clusters are another type of joint action network, gathering firms located in the same geographical area to exchange knowledge, staff and information on a common area of production. Existing research exposes how WRCs can be classified as innovation systems in the sense that they link actors from different spheres of society in order to develop new knowledge to be transformed into innovations (Danilda et al, 2009, Lindberg, 2010). In the Declaration of Intent written with the Agency for Economic and Regional Growth, NRC (now WINNET Sweden, one of the examples



in this handbook, practice 2.3) highlighted how the Swedish WRCs had created an innovation system focusing women's areas of concern in regional development, while also encompassing the European level (cf. For gender equality in regional development, 2005). Several WRCs have also promoted clusters in their areas of activity, such as services and creative industries (Lindberg, 2010).

However, the studies reveal that the WRCs do not entirely correspond to the models and norms displayed in the use of the innovation system and cluster concepts in contemporary innovation policy and research (Danilda et al, 2009, Lindberg, 2010). Rather than solely engaging industry and academia – as in the narrow approach of Double Helix – the WRCs have also involved state actors, as in the broader approach of Triple Helix (cf. Leydesdorff & Etzkowitz, 1996; Lavén, 2008). The role of the Swedish state and EU institutions has been crucial for the WRCs in their efforts to obtain funding and access to partners from abroad. However, the examinations also reveal how a fourth group of actors have been central to the process of internationalisation, namely the non-profit sector. This sector consists of NGOs running their activities in a non-profit manner, thus reaching beyond the borders of commercial enterprises, political institutions and scientific academia. This leads to a further development of the concept of Triple Helix, introducing a third category of helices: the Quattro Helix (hereafter also called Quadruple Helix).

The organisation by WRCs of a Quadruple Helix innovation system overlaps with Lundvall's (2006) notion of a broad approach to innovation systems. This emphasises the importance of people, skills, relationships and interactions as well as the role of basic research, workplace development and low technology sectors. In the past, NGOs with limited financial resources have seldom been perceived as key actors in the partnerships for local and regional development. A broader approach to innovation systems – as codified by the Quadruple Helix – acknowledges the

important role of the civil sector and might bring about a change in the assessment of NGOs within regional growth policies and innovation policies. WRCs can be classified as innovation systems by reaching beyond the circumscribed understanding characterising the concepts of innovation system, cluster and Triple Helix. This calls for further development of existing theories on how innovation is promoted by joint action networks (Lindberg, 2010). Firstly, the development includes new definitions of 'innovation', 'innovation systems' and 'clusters' to comprise a wider range of actors and areas. Secondly it includes a shift from 'Triple Helix' to 'Quattro Helix' as a theoretical model in order to include the non-profit sector. From this analysis, policy implications are the inclusion of a wider range of actors and activities in the innovation policy priority patterns, reaching beyond segregating and hierarchical notions of gender.

2.1 W.IN.NET

Regions: Mid-Northern Sweden & North Mid-Sweden (SE); East Finland (FI); Île de France (FR); Attica & Central Macedonia (EL); Lombardy, Sardinia, Veneto & Puglia (IT); Lietuva (LT); Latvija (LV); Navarra & Catalonia (ES); Southern Transdanubia (HU)

Managing organisation: The County Administrative Board of Gävleborg (SE)

Contact

WINNET Europe
Södra Skeppsbron 6
SE-802 86 Gävle, SWEDEN
Telephone: +46 26 652766
www.winneteurope.org

Project duration: July 2003 – January 2006

Funding: Total budget: €1351950
Contribution from European Regional Development Fund (ERDF) Interreg III C, North Zone: €776.663 (57%). Co-financing from partners in the involved EU member states.

Key themes: W.IN.NET — European Network of Women Resource Centres – aimed at creating a European network of WRCs and the activities were organised in five thematic sub-networks focusing on: 1) Quality indicators for WRCs; 2) Women entrepreneurship; 3) Gender equality and local development; 4) Women facing social exclusion; and 5) Women and new technologies. The network also aimed at improving the efficiency of WRCs and thereby gender equality policies and tools.

Framework: W.IN.NET took as a point of departure regional development policies in each participating region and the Lisbon and Gothenburg Agendas.

Partners involved: W.IN.NET partners involved representing municipalities, provinces and regions as well as women's organisations: Euroimpresa Legnano SCRL, Region of Sardinia, Municipality of Barletta, Province of Venice, Province of Lecco, and Municipality of Molfetta(IT); Business Innovation Centre of Navarra and Municipality of Viladecans (ES); Municipality of Sykies, and Zographou Municipal Enterprise of Development (EL); Municipality of Teskánd (HU); CNIDFF, National Centre for Information and Documentation for Women and Families (FR); Office of the Equal Opportunities Ombudsman (LT); The County Administrative Board's of Gävleborg and Västernorrland (SE); Livani District Council (LV); and North Kareli Polytechnic (FI).

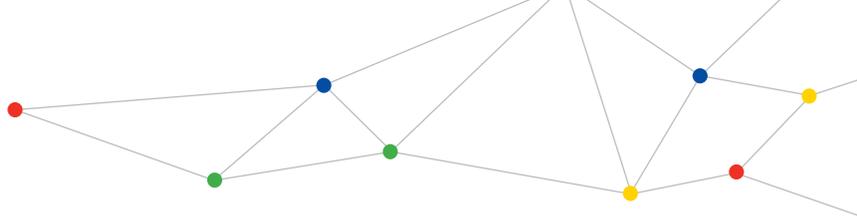
Objectives: The main objective was to set up a permanent association of WRCs in EU 25 and beyond. A European network that could reinforce the implementation of gender equality policies and regional development policies with a gender perspective. An association that could influence women's participation in the European Structural Funds programmes from 2007 onwards.

Beneficiaries: The beneficiaries were actors interested in setting up WRCs in the involved

regions and existing centres. Within the different thematic fields – entrepreneurship, local development, social inclusion and new technologies – services were designed, based on an empowerment methodology, to meet the needs expressed by women.

Activities: W.IN.NET encompassed networking, seminars, study visits, workshops, knowledge transfer and good practice exchange as well as elaboration of models and quality indicators for WRCs. In some regions new WRCs were created. A virtual office for interactive communication between partners was set up (on-line chats, meetings and sharing of documents) and a web portal for public dissemination. The virtual office continuously delivered updated information about key issues of regional development and was used for on-line analysis and evaluations.

Short and long-term results: In total approximately 400 WRCs (new and existing) were involved in W.IN.NET. The short term results were good practice reports on each of the focussed themes (entrepreneurship, local development, social inclusion and new technologies) and definition of quality indicators to ensure the effectiveness and efficiency of the centres. W.IN.NET's long-term result was a declaration of intention of a European association for WRCs, presented at the final conference in November 2005. A non-profit organisation – WINNET Europe – was established in June 2006. The declaration of intention and the quality indicators provide a common framework for the WRCs work toward gender equality, regional development and growth. A framework to improve tools for gender mainstreaming into policies for employment, entrepreneurship, innovation and ICT as well as social policies. The results from W.IN.NET were presented at an interregional cooperation forum in Sweden during 2006 where the former Commissioner for Regional Development, Ms Danuta Hübner participated. After this meeting WINNET Europe was invited to the Commissioner's



cabinet to discuss how to secure a gender perspective, with the support of WRC, in the Regional Operational Programmes (ROPs) for ERDF. In turn this resulted in a Nordic Conference in 2007 focussed on elaboration of action plans to capitalise on the results of W.IN.NET and another good practice presented in this book – FEM (practice 2.2).

Impact: The fact that W.IN.NET resulted in a permanent association made it easier to partner with European institutions. WINNET Europe is acknowledged as an actor in the work towards integration of a gender perspective in growth policies, such as EU 2020. WRCs are actively involved in policy making processes and communicate women's experiences in EU member states as well as candidate countries. WINNET Europe worked in close co-operation with actors on national and European level to launch the Interreg IVC Capitalisation project WINNET 8 publishing this book. The application for funding from IV C was preceded by the above mentioned Nordic Conference with representatives from member states and the European Commission. Partners in W.IN.NET and FEM (practice 2.2), in cooperation with representatives from the Swedish and Finnish governments, secured a gender perspective in the territorial cooperation programmes (Interreg IV A and B) in the Baltic Sea Region for the period 2007-2013. The thematic work on women and new technologies in W.IN.NET resulted in a position paper focusing on measures to increase women's participation in ICT and new technologies, presented at the European Commission (DG Information Society and Media) in April 2006. This policy paper led to an invitation to present WRC's role for mobilisation of women in ICT and new technologies at a launching seminar for EUs Framework Programme for Research and Technological Development. Results from this seminar and a workshop with the theme "Women and ICT" at the Nordic Conference in 2007 were the points of departure for the European Centre Women and Technology (ECWT) located in Norway.

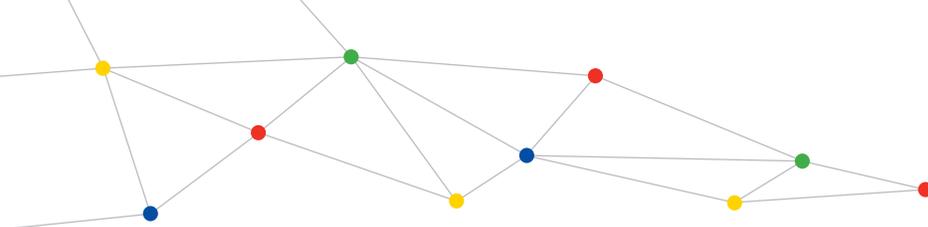
The fact that W.IN.NET resulted in a permanent association made it easier to partner with European institutions.

Key success factors: The success factors were the working methodology permeating W.IN.NET built on the principles of democratic dialogue as outlined by Gustavsen (1992); the commitment among partners and the range of thematic networks established. The WRC model(s) were also accessible and easy to adopt and understand in the involved member states. Other important factors were the support from the Swedish Government through the Agency for Economic and Regional Growth and the National Institute of Working Life as well lobbying activities at European level (European Commission and European Parliament) and in the member states.

Innovative aspects: The WRC model is an innovation in itself and innovative features in W.IN.NET were the dynamic networking tools combining "old" methodologies based on democratic dialogues with applications of "new" technologies to expand the innovation system of resource centres.

Obstacles: The main obstacle faced was resistance, both active and passive, against gender equality among actors in the involved regions. In some EU member states, such as Sweden, there was also resistance towards positive actions for women. A disagreement on whether gender mainstreaming could be combined with positive actions or not, was counter-productive in achieving the objectives of W.IN.NET.

Transferability: The WRC model has been transferred to other countries and results from the thematic networks in W.IN.NET have been implemented in different EU member states. Furthermore the working methodology has been applied in new interregional gender equality projects.



Potential for mainstreaming in Regional Operational Programmes:

Results from W.IN.NET and the thematic networks can be mainstreamed both into ERDF and ESF programmes at regional as well as interregional level.

2.2 FEM

Regions: (actors at regional level in) East Finland, West Finland & South Finland; South Sweden & West Sweden and (actors at national levels in) Norway, Latvia, Lithuania and Poland

Managing organisation: The Ministry of Employment and the Economy in Finland

Contact

The Ministry of Employment and the Economy
P.O. Box 32
FI 00023 GOVERNMENT, FINLAND
Telephone: +35810606000
www.feminfo.net

Project duration: August 2004 – August 2007

Funding: Total budget: €2174840
Contribution from European Regional Development Fund (ERDF), Interreg III B Baltic Sea Region: €1251733. Co-financing from the involved EU member states and Norway.

Key themes: The key themes in FEM (Female Entrepreneurs' Meeting) in the Baltic Sea Region were gender sensitivity and gender mainstreaming, strengthening the role of women in local and regional development, and promoting women's access to the labour market and entrepreneurship. Good practices from WRCs in Sweden, Finland and Norway were transferred to Poland, Lithuania and Latvia. The activities were organised in five thematic sub-networks focusing on:

- 1) Transnational networks of WRCs and meeting places to strengthen the role of women in society and in regional development;
- 2) Networks of training and exchange of experience for business advisers;
- 3) Mentorship

- 4) Networking in micro-credit groups and financial solutions for entrepreneurs; and
- 5) Internationalisation for women's entrepreneurs.

Framework: The common framework for FEM was regional and EU level development strategies, including the Lisbon Agenda, highlighting the need to support women's participation in the labour market and entrepreneurship.

Partners involved: FEM involved a total of 35 partners from seven countries around the Baltic Sea: NGO ETNA, Estonian Union of Women in Business, Estonian village movement KODUKANT and Estonian regional and local development agency (ET); Rural Women's Advisory Organisation & Rural Women's Advisory Centre of South Ostrobothnia; Regional Councils of South Ostrobothnia, North Karelia and Päijät-Häme; and the Ministry of Employment and the Economy (FI); Latvia University of Agriculture, Association of Rural Women of Latvia (ARWL), Preiļi Women's Club, Rural Women Club of Bauska "Apvāršnis" (LV); Women and Business in Lithuania, Kaunas Women's Employment and Information Centre, Lithuanian Women Farmers' Association (LT); Innovation Norway (NO); City of Leborg, Institute of Economic Analyses Diagnoses and Forecasts in Debno Municipality, Marianowo Municipality (PL); and National Federation of Resource Centres for Women, Baltic-Russian-Swedish Resource Centre for Women, Regional Resource Centre's for Women in Skåne and Östergötland, Women in Norden, Cooperative Development Agencies in Jönköping and Skaraborg (SE).

Objectives: The objectives were to create a structure for the support of women's entrepreneurship and women's active participation in the labour market; increase local, national and international co-operation and networking between women entrepreneurs and stakeholders such as local authorities and actors in the business support system;

promote exchange of knowledge and good practises (e.g. the WRC model); transfer experiences between the Western and Eastern BSR countries; and build a strong transnational network among organisations and institutions.

Beneficiaries: The beneficiaries were new and existing WRCs with target groups of unemployed women and potential women entrepreneurs.

Activities: FEM used gender mainstreaming, i.e. changing of structures and specific actions to promote women entrepreneurship. Training, networking and mentoring were arranged for (potential) women entrepreneurs as well as transnational study visits where women entrepreneurs had opportunities to create international business connections and networks. Different forms of micro credits, both individual and credit to networking groups, were offered in the project. Moreover gender equality training was provided for local and regional decision makers and other stakeholders. A gender equality perspective was promoted in connection with formulations of planning and development policies at local, regional, national and EU level.

Short and long-term results: FEM resulted in 136 business plans; 20 new enterprises, development of 18 promotion and marketing strategies for the new enterprises, and 10 new sustainable tourism products. 127 training courses were organised where 1150 trainees from different target groups participated. In total 72 different programmes were implemented consisting of, for example, entrepreneurship training; training in financial matters and language courses for potential entrepreneurs; gender mainstreaming training for business advisers and project workers; and an interregional programme focusing on micro credits. 21 micro-credit groups were created based on a Norwegian model and in total 23 mentoring groups and 34 mentoring pairs were active in FEM. Approximately 7000 persons from different actors were directly involved in FEM events (e.g. seminars, workshops, conferences) and 740 persons

from NGOs (e.g. WRCs) participated in FEM activities. Guidelines and/or manuals were developed for group mentoring; networking and micro-credits; internationalisation in micro enterprises (The Seven Steps of Internationalisation); gender mainstreaming in development processes; and criteria for WRCs in the Baltic Sea Region. New networks for actors in the business support system were established at regional, national and interregional levels as well as networks for and business contacts between entrepreneurs. A model for setting up regional cooperation groups for assistance to micro enterprises was also developed. Mentoring became an appreciated and widely used method in most participating countries. Group mentoring especially was a success and the mentoring model has been further developed in light of the differing contexts in the involved countries. There was a big demand for mentoring and new mentoring projects were started in the partner countries.

Impact: FEM resulted in 21 new WRCs in Estonia (5), in Latvia (5), in Poland (5) and in Lithuania (6) that joined the WINNET Europe network (see practice 2.1). Furthermore new local, regional, national and international networks for women entrepreneurs were created as well as co-operation structures between actors in the business support system. Through the project, women's role in local and regional development was strengthened and support structures for women's entrepreneurship improved. Some women involved with FEM participated in parliamentary elections, became ministers and founded new associations. FEM influenced the capacity and competencies of regional development actors (e.g. enterprise agencies) as well as national ministries by broadening their knowledge base in fields such as gender analysis, gender mainstreaming and women entrepreneurship. Policy makers at local, regional and national levels became more aware of gender issues and the challenges women face with regards to entrepreneurship.

FEM influenced the capacity and competencies of regional development actors (e.g. enterprise agencies) as well as national ministries by broadening their knowledge base in fields such as gender analysis, gender mainstreaming and women entrepreneurship.

Innovative aspects: FEM was the first interregional project with this focus in some of the Eastern BSR countries and a common structure support for women entrepreneurship in the participating countries was created.

Key success factors: FEM took as a point of departure a Quadruple Helix perspective involving public administration, business, research and educational institutions as well as civil society in the project implementation. Within the different sub-themes of the project multi- and bilateral networks were created.

Obstacles: As the partnership had a very ambitious size (35 partners), there were some challenges for the project management in terms of different national administrative structures and implementation cultures. In some of the countries there was lack of cooperation among national actors. The training programme for business advisors faced difficulties due to the different levels of theoretical knowledge and experiences of practical advisory among the participants.

Transferability: Different models – WRC, mentoring and micro-credit groups – were transferred between different countries in FEM and the results can be implemented in other EU member states.

Potential for mainstreaming in Regional Operational Programmes: Results from

FEM in terms of models for WRC's, mentoring, and the networking credit system could be mainstreamed. Furthermore analysis and studies carried out within the framework of FEM focussed on women entrepreneurship and gender equality could be used as input for the new ROPs from 2014 and onwards.

2.3 WINNET Sweden

Region: Sweden

Managing organisation: WINNET Sweden

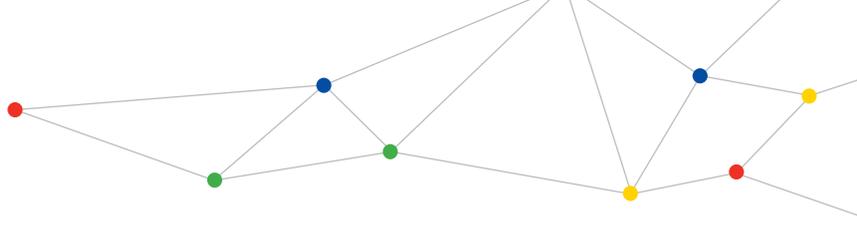
Contact

WINNET Sweden
Södra Skeppsbron 6
SE- 802 80 Gävle, SWEDEN
Telephone: + 462665 2766
www.winnetsweden.se

Project duration: December 1999 – ongoing

Funding: Total budget for 2010-2012 €6000000 (this figure refers to the association on national level and does not include budgets for member organisations). WINNET Sweden is funded by membership fees, the National Programme for the Development of Resource Centres (see practice 2.4) and grants for independent women's organisations provided by the Swedish National Board for Youth Affairs. Projects are also funded by the European Community (e.g. ERDF, ESF, Life Long Learning Programme, and the Framework Programme for Research and Technological Development.)

Key themes: The first Women Resource Centre (WRC) was established in the County of Gävleborg in the late 1980s and this centre was later used as a model for the whole country. The Swedish National Federation of Resource Centres for Women (today WINNET Sweden) was established in December 1999 to secure the sustainability of the WRC model. By lobbying various institutions, most importantly the Swedish parliament, the model was incorporated into the Swedish regional



development policy in 2001. Local and regional WRCs and associated women's networks are members of the association and WINNET Sweden has three regional councils (Northern, Mid and Southern Sweden) to strengthen the level of participation and adapt services to different regional conditions. The strength and hallmark of the WRC model is the integration of activities on local, regional and national levels maintaining a bottom-up perspective. There are approximately 120 WRCs and associated networks throughout Sweden and approximately 8000 women and 100 men active in these centres/networks. WRCs work for equal distribution of power and influence between women and men and the realisation of gender equality in terms of education, work and working life, working conditions, health, development opportunities, entrepreneurship and access to new technologies. Tackling horizontal and vertical segregation in education, employment and business life is high on the agenda for WINNET Sweden.

Framework: According to a decision in the Swedish parliament, public funding can be granted for activities carried out and services provided by WRCs in line with regional development policies and the National Strategy for Regional Competitiveness, Entrepreneurship and Employment 2007-2013. Local and regional WRCs activities should be aligned with the development and growth programmes outlined in each region or county to access national funding.

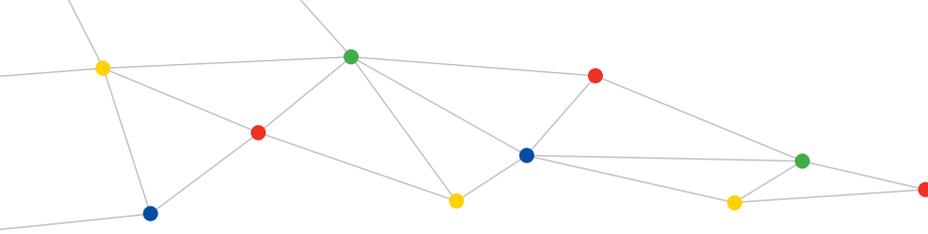
Partners involved: WINNET Sweden collaborates with different stakeholders such as authorities, universities and non-profit organisations on national and international levels. Local and regional WRCs collaborate with all actors in the Quadruple Helix i.e. the academy, the public sector, the business enterprise sector and NGOs to deliver their services.

Objectives: The overall objectives of WINNET Sweden and WRCs are to ensure that women claim their share of society's resources;

women's competence is utilised by society; and efforts made by women and men are equally valued. WINNET Sweden contributes to improved opportunities for women to participate in and access resources from regional development and growth programmes, including the European Structural Funds. WRCs promote a gender perspective in different policy fields as well as raise awareness about women's wider life situation.

Beneficiaries: The beneficiaries are local and regional WRCs for women and the different targets groups for the services provided by the centres (e.g. potential women entrepreneurs, unemployed women, young women, migrant women).

Activities: Local and regional WRCs focus on different areas such as the segregated labour market, unemployment among women, conditions for migrant women, women entrepreneurship, women in leadership positions, health among women, women in technology and ICT, and women's participation in clusters and innovation systems. Services are provided for individuals such as women interested in advice or training as well as women's networks. The services presuppose competence and ability to perform gender analysis. WINNET Sweden acts as an umbrella organisation providing support and coordination in order to strengthen WRCs and associated women's networks. Together with the member organisations the association has developed a training concept on "How to successfully run a Women Resource Centre" and since 2009 the training programme is offered to all centres in Sweden. A specific handbook was published in 2007 on the same topic and in 2011 it has been translated into English. WINNET Sweden cooperates with national and European actors and participates in different networks to bring about change in the current regional and interregional development programmes, including the European Structural Funds, as well as to influence future policies and programmes.



Gender researchers as well as WRCs have highlighted the importance of a broader view on innovation and cluster development to secure the inclusion of women.

Strategic actions are implemented to evoke structural changes in policies to affect the formulation and implementation of policy programmes from a gender perspective. WINNET Sweden is invited and responds to referrals from government and participates in intergovernmental conferences in various areas such as employment, innovation, rural development, entrepreneurship and global cooperation.

Short and long-term results: The association established in 1999 secured further development of the WRC model and support for local and regional centres. Since 2002 WINNET Sweden has been a driving force behind WRC activities to promote regional development and growth at local, regional, national and European level. In 2004 it was determined that WRCs should act within the framework of the National Action Plan for Employment and in 2005 WINNET Sweden and the Swedish Agency for Economic and Regional Growth signed a letter of commitment for the joint future work of WRCs. Since March 2011 WINNET Sweden has been represented on the Gender Equality Ministers Council. The Council is a forum for various organisations working with gender equality to exchange information and ideas with the Minister.

Impact: Through lobbying WINNET Sweden has influenced decisions by the government to allocate funding for WRCs (approximately €3,8 million/year for the period 2010-2012). Funding can be provided for actions in the following areas: innovation and renewal; skills

supply and improved workforce supply; accessibility (e.g. transport, ICT); strategic cross-border cooperation and rural development. In collaboration with gender equality experts at the County Administrative Boards, WRCs have been able to influence policies on local and regional level.

Innovative aspects: WINNET Sweden's approach is in line with the paradigm shift towards quadruple helix, including the civil society in innovation system cooperation. Gender researchers as well as WRCs have highlighted the importance of a broader view on innovation and cluster development to secure the inclusion of women.

Key success factors: The success of WINNET Sweden dates back to the decision taken by a group of women to organise themselves in a member organisation rather than a more informal network in 1999. Since the first ideas of resource centres in the 1980s, grassroots from the women's movement have collaborated closely with gender researchers and scientific studies have contributed to the development of WRCs. Success over the years could also be illustrated by the contacts with representatives from the Parliament as well as the Alliance with the Swedish Agency for Economic and Regional Growth. A partnership approach, triple helix and quadruple helix cooperation i.e. bringing together all sectors in joint actions towards gender equality. Yet another factor is the working methodology based on democratic dialogue, networking and empowerment in terms of mobilisation of women's own resources. The support from European institutions and the access to funding from different Community programmes has provided resources for innovative actions implemented by WRCs in Sweden.

Obstacles: Passive and active resistance against gender equality as well as the ongoing debate in Sweden on gender mainstreaming versus positive actions. Some WRCs have

difficulties in getting long-term funding for their activities making it difficult to build structural capital.

Transferability: The WRC model has been transferred to other countries and could be adapted and organised in different ways to suit local needs and structures. WINNET Sweden also has contacts beyond EU for example with South Africa and the Organization for Security and Cooperation in Europe – involving 56 countries in Europe, Central Asia and North America – for transfer of the WRC model.

Potential for mainstreaming in Regional Operational Programmes: Since the 1990s different interregional cooperation programmes have allocated resources for WRCs and the model can be integrated in ROPs.

2.4 National Programme for the Development of Resource Centres

Region: Sweden

Managing organisation: Swedish Agency for Economic and Regional Growth

Contact

Swedish Agency for Economic and Regional Growth
Box 4044
SE-102 61 Stockholm, Sweden
Telephone: + 46 8 6819100
www.tillvaxtverket.se

Project duration: January 2006 – December 2009

Funding: Total budget €14.4 million for 2006-2009 financed to 100% by the Swedish government (Basic funding for WRCs: €6,1 million; Funds for project: €8.3 million; Ongoing evaluation and research: €275000 and Administration: €400000.

Key themes: To improve women's terms and conditions in regional development work

According to a decision in the Swedish parliament public funding can be granted for activities carried out and services provided by WRCs in line with regional development policies.

and within regional growth and development programmes. The programme aimed at contributing to sustainable growth taking into consideration social, economic and environmental dimensions.

Framework: In the letter of appropriation from the Government the Agency was commissioned to distribute funds to local and regional WRCs during the period 2006-2009 within the framework of a national programme for the development of resource centres.

Partners involved: In the process of granting funding for WRCs, consultations were held with gender equality experts from the County Administrative Boards and actors with responsibilities for implementation of growth and development measures in regions or counties. These consultations aimed at obtaining the actors' view on WRCs activities in relation to the overall development work in each region. The Agency also conducted various activities together with WINNET Sweden (see practice 2.3) in order to jointly spread knowledge about women's terms and conditions in regional development processes. Furthermore the Agency contracted researchers to carry out ongoing evaluation to gain experiences on project and programme level.

Objectives: The objectives of the programme were to improve women's participation in regional growth and development programmes, reinforce an integration of a gender perspective in these programmes and enhance women's involvement in regional development work through support for WRCs. At least 75% of the actors with responsibility for implementing regional growth and development measures were required to indicate that the funds for WRCs were important for the improvement of women's terms and conditions in the regional programmes. At least 90% of the WRCs were required to indicate that the funds had contributed to the improvement of women's terms and conditions at local and/or regional level.

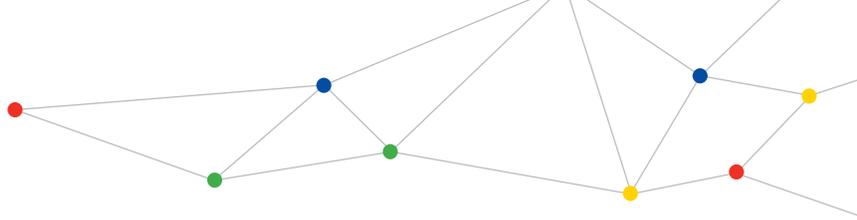
Beneficiaries: The programme was aimed at improving the conditions for women in different regions (urban and rural areas) and for different groups of women.

Activities: The programme had three main measures: 1) Funding for local and regional development projects carried out by WRC; 2) Basic funding for local and regional WRCs to cover staff costs, premises and administration as well as collaboration between centres and between WRCs and other local and regional actors; 3) An ongoing evaluation of projects with the purpose of illustrating the processes and what experiences were that could be built upon at project and programme level. Three different methods were adopted: surveys, interviews and seminars. The evaluators identified and analysed processes in terms of the development of methodologies, experiential exchange and knowledge distribution. Reflections and experiences from project activities carried out by the WRCs were documented. The ongoing evaluation was a way to illustrate and discuss the regional development context in which the WRC projects were situated.

Short and long-term results: The Agency issued 407 approvals for basic funding for WRCs and 73 approvals for pilot projects

during the period 2006-2009. In total, 205 organisations received public funding from the programme. WRCs granted funding arranged 39395 activities in which 371185 women and 20901 men participated. 74% of the WRCs felt to a great or to some extent that their activities contributed to the integration of a gender perspective in the regional development processes. 75% of the actors with responsibilities to implement regional growth and development measures indicated that the funding for WRC to some or a high extent had been important for improving women's conditions. Nearly 90% of the WRCs believed that the funding had contributed to improving women's conditions at local and/or regional level.

Impact: The reports from the ongoing evaluation of the programme indicate that other regional actors perceived WRCs as relatively invisible, rarely involved in the regional dialogues. Instead, the contacts with the centres took place in discussions about specific projects. In the cases where the WRCs were visible, it mainly involved dialogues around women's entrepreneurship. Furthermore, the activities at the WRC were strongly tied to individuals and there was a lack of structural capital. The regional actors believed that WRCs possessed gender equality competence but that a narrow and short-term financial framework for the centres hampered a long-term and strategic focus. According to the researchers "better conditions is needed for resource centres in order to gain acting space and for their possibility to influence on local and regional level" (Swedish Agency for Economic and Regional Growth, 2009). It was difficult for the WRCs to impact regional structures because their role was not defined in relation to other actors. There was a need to clarify WRCs role, what change these centres should contribute to and what they were expected to achieve. This was important to increase the legitimacy of WRCs and their opportunities to be perceived as a relevant actor in the regional growth and development work. WRCs and other actors also needed to engage in joint



analysis of the “gender gaps” and what measures that could be taken to address these gaps in their respective regions or counties. The formulation of the new programme for 2010-2012 is based on these conclusions and the activities carried out by WRCs should explicitly contribute to changes on strategic and structural levels.

Innovative aspects: The programme is unique in EU and provides a wide range of opportunities, services and support for women’s participation in local and regional development.

Key success factors: One of the success factors was the consultation process adopted by the Agency and through this process the WRCs became more visible within the regions. When granting project funding, the Agency also engaged in dialogue with the WRCs concerning the applications received. Dialogue as a method has been important for project development, implementation of projects and dissemination of results. In order to create a dynamic process, alliance building is a prerequisite, especially if one wants to set something in motion that sustains beyond the project period.

Obstacles: When granting basic funding, only one-year decisions were made, which created short-term financing for the WRCs. However at the same time, it must be emphasised that the difficulties that WRCs perceived were not only linked to the access to long-term funding; another obstacle was the lack of a coherent view between various actors on what changes WRCs should contribute to and how this would take place. Among WRCs there are also different visions and ways of working. Whilst some centres ask for a clearer mission from the Agency others strive for more autonomy and room to manoeuvre to achieve political changes on their own terms.

Transferability: The national programme can be transferred to other member states if there is a political will to implement this kind of

measure to contribute to gender equality in regional growth and development work.

Potential for mainstreaming in Regional Operational Programmes: Since this is a national initiative it might be difficult to mainstream the programme as such into ROPs. Nevertheless models for gender analysis, project funding and ongoing evaluation can be integrated as well as measures implemented by local and regional WRCs.

2.5 Women@Work

Regions: Highlands and Islands, Scotland, UK

Managing organisation: Workers Educational Association (WEA)

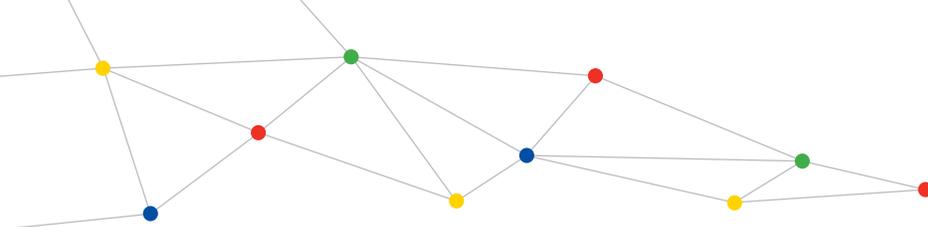
Contact

WEA
David Whyte House
57 Church Street
Inverness IV1 1DR
Telephone: 01463 710577
<http://www.weawomenatwork.org.uk>

Project duration: April 2007 – ongoing

Funding: Total budget €80,000 per annum Women@Work is funded by the Scottish Government.

Key themes: Women@Work is a network providing information and training for all women. They help women to develop skills and become more able to speak out about concerns, issues and barriers they face at work, in their communities and within their families. In Scotland women are underrepresented in most decision making bodies and in much of civic life. This means that an essential women perspective is missing from important discussions affecting work places and society.



Women@Work is doing groundbreaking work to engage women in economics by examining women's contribution to micro-economics and exploring opportunities and channels of influence that women can access in terms of macro-economics.

Partners involved: Women@Work works with a range of agencies and sectors and the W@W advisory group is made up of partnership/network members including representatives from public, private and third sectors. The Advisory Group feedback on their perspectives of the needs of women from the North of Scotland and ensures added value and the integration of the approaches, principles and activities which Women@Work promote and deliver.

Beneficiaries: Women@Work delivers a programme of learning which provides opportunities for women to maximise their potential in communities, business, employment and within their families. The project works with a broad cross-section of women but generally with women who are employed and have made some progress in their careers. Some of the women are more isolated and disadvantaged and others are more able. The project is working with women who are significantly isolated as a result of living in rural areas with a lack of access to transport, public services and subsequent opportunities.

Activities: Women@Work provides a forum to exchange ideas and opinions and to support women to share common experiences, while growing in confidence and making new contacts. The project promotes women in leadership through training programmes and engages women in local, national and international consultation.

Women@Work publishes public consultations on their website and inspires women to take part in consultation processes. Furthermore Women@Work offer regular local network events with topical subjects and stimulating speakers; Lunchtime and evening meetings/seminars; Training and workshop programmes; Newsletters and a monthly E-bulletin; and Access to decision making and participation. Network participants and guest speakers' present topics and ways of working which inspire, motivate and introduce women to further learning opportunities. Some of the topics for Women@Work events, seminars and workshops are: Power and Participation; International Women's Day celebration; Rural Craft Business; Turning enquiries to sales; Handling the press and media; Marketing for small businesses; Through the Glass Ceiling; and Dealing with Conflict. The work undertaken by Women@Work is evaluated and findings from this work are included in their subsequent feedback to local and central governments.

Short and long-term results: Women@Work has developed and extended services and opportunities across the Highland Regions of Scotland. The impact of the work is measured in terms of the progress women make in their lives, careers and increased participation in wider civic society. Attendance at Women@Work local network meetings continues to grow – from 420 between April and September 2009, to 816 for 6 months to the end March 2010. Sessions are evaluated and consistently show high levels of satisfaction and learning. Monitoring and evaluation highlights that 84% of the women indicate that their confidence has increased in terms of progressing lives, careers and taking part in decision-making/civic participation due to attending Women@Work.

Impact: Women@Work goes out into communities and areas of communities where no other services exist and links women into other services through partnership and network development. The project maximises

its potential to engage women by utilising internet, social media and e-bulletins – where opportunity for consultation is made available. Women taking part in Women@Work training/ events go on into a wide range of active citizenship roles and the work being done by the project is a vehicle for women's participation on community councils.

Innovative aspects: Women@Work are unique in the Highland Regions in terms of the learning and educational programme for women. They provide a vehicle for women's influence in decision making at local, regional and national levels. Women@Work is doing groundbreaking work to engage women in economics by examining women's contribution to micro-economics and exploring opportunities and channels of influence that women can access in terms of macro-economics. Women@Work is doing groundbreaking work to engage women in economics by examining women's contribution to micro-economics and exploring opportunities and channels of influence that women can access in terms of macro-economics, i.e. how women can exercise consumer power. Women@Work also works to improve understanding of how the economy runs and how equality and gender can be taken into account in relation to budgeting and spending patterns.

Key success factors: Some of the success factors are the utilisation of feedback from women to inform the development of service; the added value of the expertise and contributions from strategic and working partners; the high levels of attendance at event/training/workshops; the networking benefits for both Women@Work and the women who use services; and the role models inspiring women in terms of business development and civic participation

Obstacles: National consultation opportunities do not always reach the Highlands and there is a lack of recognition that the Regions are politically different.

The services aimed to empower and guide women through counseling to embark on new or better careers, as employees or in self-employment.

Strategic partners, public and private sector need to be convinced that the diversity improves effectiveness and productivity. Lack of resources for working with women and a limited commitment to gender equality are other obstacles.

Transferability: Women@Work is a well established rural model with outreach services developed and delivered to meet specific area needs. The structure and content of the programme could easily be transferred to other rural communities. Programmes and materials, which have been developed over the last few years, engaging women at all levels and supporting their progress within active citizenship and employment/business, are readily transferable.

Potential for mainstreaming in Regional Operational Programmes: The strategic approach, the programme content and materials offer potential in terms of informing ROP in promoting access and participation for women in rural areas particularly in relation to civic and economic participation.

2.6 Women Dynamic

Region: Central Macedonia, Greece

Managing organisation: Ergani Centre

Contact
CENTRE "ERGANI"
1 Karavageli Str,
56625 Sykies Thessaloniki, Greece
Telephone: +302310621166
www.ergani.gr

Project duration: January 2005 – December 2007

Funding: Total budget €1422480 Contribution from European Social Fund (ESF) 75% and the Greek Government (Ministry of Labour and Social Protection) 25%.

Key themes: The promotion of women's employability and gender equality at a regional level. Women Dynamic aimed to empower women and prepare them for integration into the labour market by supporting them to take business initiatives and to promote women in employment. Services were delivered through the operation of a regional Women's Resource Centre (WRC) and a network of five permanent and five mobile units (local WRCs).

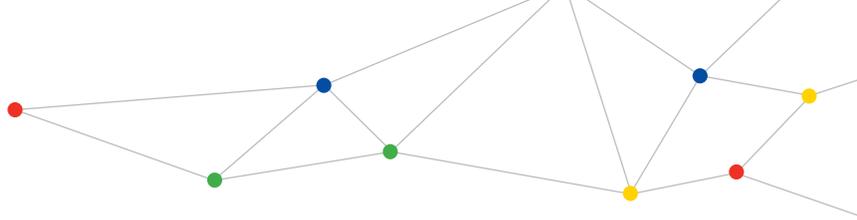
Partners involved: Women Dynamic was implemented through a partnership approach (with 22 partners in total) and coordinated by Ergani Centre. The core of the services (counselling) were offered by the group of partners who were active in this domain. Another group of partners (development agencies and municipalities) played the role of local facilitators, connecting the project with women living in their areas. Two partners (the American Farm School and the Greek Confederation of Agricultural Associations) connected the project with rural areas. Finally, the Regional Committee for Gender Equality of Central Macedonia had the role of mainstreaming project results in regional policy and facilitating networking at regional level.

Objectives: To raise awareness and provide labour market and enterprise information among women in the Region of Central Macedonia, providing integrated services to unemployed women including: counselling based on individual plans in addition to training courses; job placement; stage programmes (special experience programmes by using on-the-job training) and business start-ups as well as providing integrated

services to self-employed women and to members of women's cooperatives including counselling and facilitation for getting funding from national programmes.

Beneficiaries: In general, the beneficiaries were unemployed women, self-employed women and members of women's cooperatives in the Region of Central Macedonia. The project took into account the individual needs of the beneficiaries and tried to develop solutions by providing customised services. Individual plans were drafted by consultants/counsellors and by the women themselves outlining the goals to be achieved. The consulting and counselling tools were adjusted for each woman.

Activities: A multi-level support was offered to women to help them enter or re-enter the labour market, undertake entrepreneurial initiatives, and connect them with other programmes and initiatives available in the region simultaneously: vocational training, funding for business start-ups etc. The services aimed to empower and guide women through counselling to have a new or better career as employees or in self-employment. Services included for example: provision of counselling services in individual or group sessions according to the tailored professional plan for each woman; provision of psycho-social support, legal advice and networking possibilities; connecting the beneficiaries with employers and vocational training centres; and follow up and support for 6 months. Complementary services were offered such as: online information for job vacancies and training courses; volunteer mentors to support potential entrepreneurs; funding with up to €9000 for business start-ups; and supported employment by funding for employers hiring women up to 55 years old for 9 months and workplace programmes for 12 months. Information technology was used for online consulting/counselling, communication between partners, consultants/counsellors and staff, and exchange of ideas and thematic discussions.



Network's actions in the project were focussed on supporting joint promotional efforts, training, personal and professional development networking between women entrepreneurs, networking between beneficiaries and enterprises and between unemployed women through group meetings and ideas exchange.

Short and long-term results: In total 2777 applications were submitted and 948 women benefitted from consulting/counselling services. 467 women found a job or continued into other programmes and 155 new enterprises were set up by women participating in the project. 52 women upgraded their skills through participation in training and 63 self-employed (45 women from cooperatives and 18 business owners) received consulting/counselling. Training material and tools produced have been used in several other projects, and new projects based on the experiences from Women Dynamics have been launched.

Impact: Women Dynamic expanded the networking among the partners involved and Ergani Centre became a permanent Regional Resource Centre for Women (RRC). Women Dynamic and the good practice described in section 5.5 (Consulting Services for Women's Agricultural Cooperatives), reinforced the cooperation between Ergani Centre and cooperatives, which led to new permanent services provided for women's cooperatives.

Key success factors: Some of the success factors were the integrated interventions for women: combining all available programmes and resources; the holistic approach of the project implementation and complementary services between partners; Ergani Centres extensive experience of supporting women; cooperation between partners; dissemination and communication through internet, newsletters, publication of articles, local media, press conferences, meetings with local and regional authorities etc; the motivated volunteer mentors and mentoring of the beneficiaries; and the motivated employers.

Obstacles: The obstacles faced were bureaucracy: during the implementation many public organisations were involved. There were too many partners involved with varying levels of experience and varying ways of working. Furthermore payments were delayed due to internal problems at the responsible authority.

Transferability: All the elements that made Women Dynamic a success could be transferred: expertise, process, methodology, counselling and training tools, training methods, and evaluation approach. The tools produced, used and improved through the project can be readily adopted with local adjustments.

Potential for mainstreaming in Regional Operational Programmes: This project could be a permanent measure under every Regional Operational Programme (ROP), subject to evaluations and regional adjustments.

2.7 Women Onto Work (WOW)

Region: Eastern Scotland, Scotland, UK

Managing organisation: Women onto Work

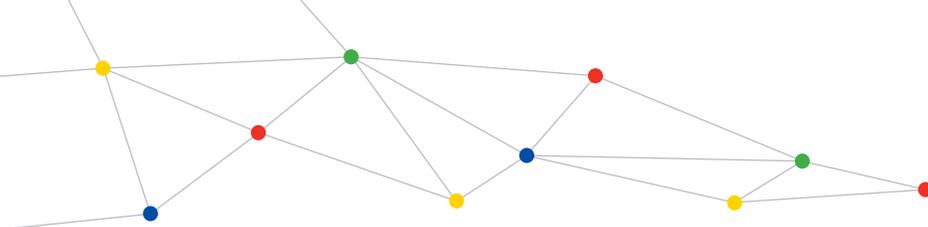
Contact

Women onto Work
Norton Park, 57 Albion Road
Edinburgh, EH7 5QY
Telephone: +441314752622
www.womenontowork.org

Project duration: April 1992 – Ongoing

Funding: Total budget €525543 on annual basis. Contribution from the European Social Fund (ESF) 45% of beneficiary costs and 8% of overall project costs. Funding from Scottish Government/Local Authority/Capital City Partnership/Big Lottery/Trust Funding.

Key themes: Raising employability and providing routes into employment for socially excluded women. Supporting women in overcoming multiple barriers to entering the labour market and progressing their careers.



Partners involved: WOW has been developed through the consolidation of a range of expertise from professionals involved in education, training, employability and personal development. Services development and delivery have been influenced by the labour market context and to meet the varying needs of especially disadvantaged groups of women. Specifically, WOW works with specialist organisations like Women's Aid and Penumbra (leading mental health agency). These agencies provide expert support to ensure the women can sustain their learning and career development and WOW support those agencies in turn to provide employability support to their clients. Further Education Colleges work in partnership with WOW to ensure they provide access to further education to disadvantaged women. Formal partnership agreements are drawn up with shared objectives to ensure that the partnership provides mutual benefit to participating agencies and a joined up service for women. WOW relies on the support of the public sector and private sector for the provision of work experience, supported work placements and job opportunities.

Objectives: The service aims at raising self-esteem, building confidence and supporting the development of core employability skills. It also supports routes out of poverty and into employment for approximately 110 women each year from Edinburgh, Lothian and other areas of Scotland.

Beneficiaries: WOW addresses significant inequalities and social exclusion by targeting women who are particularly excluded (e.g. Black and Minority Ethnic Women, lone parent women, women with health issues and disabilities and women caught in the poverty trap). WOW works with their clients to ensure they consider the best options for career development and significant emphasis is placed on empowerment. The personal development work is the foundation stone of all the formal learning and career development work. WOW works with women aged over 21

who have been unemployed for 6 months and provide a dedicated service for young women in the NEET group (care leavers and homeless) aged 16 – 19 years. WOW also works with women facing multiple barriers of poverty and disadvantage and issues include lack of confidence, low aspiration, low levels of educational attainment and lack of access to learning, education and career development. WOW works in an outreach capacity and goes out into areas and communities to set up training programmes in venues accessible to women.

Activities: WOW provides a comprehensive package of training courses combining career development, coaching, personal development with full careers guidance, including aftercare guidance and work experience placements. Courses last between 12 and 20 weeks with tailored support, guidance follow-on group and specialist support lasting for up to 18 months. WOW also offers a 3 week (12 days) "Women into Enterprise Programme" supporting women to develop business ideas and provided practical information, advice and action planning for business set-up. A "Community-based adult returners programmes" for women interested in accessing or returning to education to improve their options in employment over a 10 week period (14 days) was also delivered over 3 years. Furthermore WOW offers dedicated services for disadvantaged young women, Black and Minority Ethnic Women and women with disabilities or enduring mental ill health. WOW also develops and delivers network events bringing women together to explore the barriers and issues in accessing non-traditional educational and employment opportunities. Guidance, support and advice are provided to government and their partners to assist them in meeting the employability needs of marginalised women.

Short and long-term results: Widening access to further education for women and providing opportunities for formal education

where no other options would exist (45 women per annum progress into further education). Raising employability and providing routes into employment for disadvantaged women including self employment (30+ women per annum progressing into employment.). Delivering a model of good practice for other Local Authority areas (work with 2 local authorities each year to improve their capacity to deliver career development opportunities for women). Improving focus on labour market opportunities and brokering direct employment opportunities for women (150 employers each year). WOW provided full training and guidance programmes for 111 women in 2008/09 and individual guidance for an additional 52 women. During the same period full childcare was provided for 121 children. After completing a programme 29% of the women progress into employment within 6 months, 45% into education and 12% into volunteering as a first step towards employment. Overall this represents good value for money and outcomes are strong, particularly given that the women are all long-term unemployed and the work WOW does takes them off benefits and into education and the economy.

Impact: By the very nature of what WOW does – that is, targeting disadvantaged women and supporting them into sustainable employment – the project makes a significant contribution to equal opportunities. WOW address wider social exclusion and gender inequality within education and employment and supports more active citizenship. WOW's approach is one of raising confidence, self esteem and motivation and breaking cycles and low aspiration, leading women into sustainable well paid and quality employment. Individual support ensures that women are well placed to make informed choices about the way forward and the group work programme adopts a community development approach. The WOW model and approach provides sustainable routes into employment.

WOW is the only project of this type in Scotland providing gender specific training for excluded women who experience multiple barriers in terms of progressing their lives and careers. The specific needs of each woman were met through partnership work with specialist services ensuring a joined up and comprehensive approach.

Innovative aspects: WOW is the only project of this type in Scotland providing gender-specific training for excluded women who experience multiple barriers in terms of progressing their lives and careers. The project is outreach and peripatetic and so can set up and deliver training, guidance and career development to women in areas where no other services exist.

Key success factors: Some of the success factors are the tailored approaches, the close cooperation with specialist organisations and the outreach approach.

Obstacles: The most significant obstacle is the lack of access to affordable and flexible childcare. WOW redress this by providing wrap-around childcare for women but cannot address the wider issues that prevent women participating in the labour market. Local Authorities are inclined to pay lip service to gender equality and not make the required commitments to addressing the challenges women face accessing the labour market and sustaining or developing prosperous careers.

The project identified loopholes in regulations with regard to women's situation in the labour market and proposed changes.

Transferability: The model including the toolkit, materials and resources has evolved and developed over the years and is readily transferrable. There are well developed systems and structures within the organisation, which have already been disseminated to other areas through consultancy, advice and franchise support. The WOW model is highly developed and the materials and resource manuals provide a template which could be flexibly adapted to contexts in other EU member states.

Potential to mainstream practice into Regional Operational Programmes: The project, programmes and practices are readily transferable into regional ERDF/ESF

2.8 Integrated Perspective for Women of Western Macedonia

Region: Western Macedonia, Greece

Managing organisation: Ergani Centre

Contact

CENTRE "ERGANI"
1 Karavageli Str,
56625 Sykies Thessaloniki, Greece
Telephone: +30 2310 621166
www.ergani.gr

Project duration: January 2005 – December 2007

Funding: Total budget €529760 Contribution from European Social Fund (ESF) 75% and the Greek Government (Ministry of Labour & Social Protection) 25%.

Key themes: The promotion of women's employability and enterprise and to some

extent gender equality at regional level. Integrated Perspective for Women of Western Macedonia aimed at supporting unemployed women in the Region to improve their qualifications and confidence as well as to assist them to get a job or start their own business. It empowered women and prepared them for integration into the labour market through the operation of a central Women Resource Centre (WRC) located in the city of Kozani and four mobile units located in the cities of Kastoria, Florina, Grevena and Ptolemaida.

Framework: The project was implemented within the framework of the Operational Programme "Employment and Vocational Training 2000-2006", Measure 5.3 of the 3rd Community Support Framework (C.S.F.).

Partners involved: The project was coordinated by Ergani Centre and implemented by a developmental partnership with 16 partners (Regional Committee for Gender Equality of Western Macedonia, five Municipalities, five Prefectures, four local development agencies and the Greek Confederation of Agricultural Cooperatives). Ergani Centre was responsible for providing counselling/consultation services while the rest of the partners were used as info points for potential beneficiaries and other stakeholders. Moreover, Ergani Centre used the other partners' facilities for venues, meetings and counselling/consultations with the beneficiaries. The development agencies contributed by passing on their accumulated know-how on planning and implementing customised projects meeting the needs in rural areas and by connecting beneficiaries with other relevant programmes.

Objectives: The objectives were to provide information, enhance awareness and reach approximately 700 women; provide counselling/consultation based on individual plans for each woman; improve basic social skills of all the beneficiaries; integrate 50% of the women into active employment; develop

volunteering and motivating mentors; and create at least 60 new women-led enterprises.

Beneficiaries: In general the beneficiaries were unemployed women (78%), employed women, members of women's cooperatives, businesswomen from the Region of Western Macedonia. The age of the beneficiaries: 24% up to 26 years, 57% between 26 -45 years, 19% over 46 years. Regarding the educational level of the beneficiaries 21% had completed primary level of education, 44% had secondary level of education, 14% had completed a lower technical school and 21% had university degrees. 100 women were from what could be labelled vulnerable social groups.

Activities: As in practice 2.6 in this handbook multilevel support was offered to women to help them enter or re-enter the labour market, undertake entrepreneurial initiatives, and connect them with other programmes and initiatives available in the region at the same time: vocational training, funding for business start-ups etc. Specific needs of each woman were met alongside the experience of all partners ensuring a joined up and comprehensive approach. Ergani Centre acted as the Regional WRC and partners facilitated local antennas adjusting the methodology to meet specific needs. Complementary services were offered (as in practice 2.6) e.g. training courses. The scheme for counselling services was as follows: service for developing skills among unemployed women; personal development and empowerment (individual sessions and group sessions); self-knowledge and setting-up a professional profile; job hunting techniques and clubs for employment and networking; psycho-social support and legal counselling, and vocational training. The scheme for support of women's entrepreneurship was as follows: personal development and empowerment (individual sessions and group sessions); self-knowledge and evaluation of business ideas; counselling/ consultations and training for business creation; and preparation of a business plan

and information on potential funding. Additional services were mentoring and networking opportunities through the Network of Women Entrepreneurs linked to Ergani Centre. The scheme to support self-employed women and members cooperatives was as follows: improving the skills through counselling and training of communication skills; legal counselling; improvement of/or new business and marketing plans; and support to claim funds for these plans.

Short and long-term results: 351 women benefitted from the consultation/counselling services, 142 women were integrated into active employment, 60 women found a job by themselves, 83 women found a job through programmes delivered by the Greek Manpower Organisation and 59 new enterprises were established by women. 68 employed women accessed different support programmes. A Women's Resource Centre (Ergani) was set up at regional level and cooperation between most partners continued after the project. Training material and tools were utilised in other initiatives and an accumulated experience was (through training and provision of services) built among 30 counsellors who worked in the project.

Impact: The integrated services, such as social support, specialised vocational training programmes towards employment delivered by the Greek Manpower Organisation, and programmes for business creation delivered by the Hellenic Organisation of Small and Medium Sized Enterprises and Handicraft (EOMMEX S.A.) were effective in terms of reaching the most socially vulnerable groups. The cooperation between different types of organisations had a multiplier effect for the Region. A permanent network of expertise was created and women are still benefitting from a range of multifaceted and multi-level services of partner organisations. Families of the beneficiaries were also affected positively and the family income improved.

Innovative aspects: The special funding programme from the Greek Manpower Organisation for unemployed women was implemented for the first time in Greece with funding for business start-ups, supported employment, funding for nine months for employers hiring women up to 55 years and workplaces programme for 12 months.

Key success factors: Some of the success factors were the dissemination of Ergani Centre expertise to all partners, tools and resources with a gender perspective; the holistic approach with complementary services provided by partners; motivated mentors and employers; online communication tools with a forum for exchanging ideas and thematic discussions; and networking between beneficiaries and enterprises in accordance with the standard of the “Network of women entrepreneurs at Ergani Centre”.

Obstacles: The same obstacles as in practice 2.6 (e.g. bureaucracy, too many partners and delayed payments)

Transferability: All elements of this project can be adopted by other organisations taking into consideration differing local contexts.

Potential for mainstreaming in Regional Operational Programmes: This good practice could be a permanent measure under every ROP making adjustments based on regional needs.

2.9 Simulated Career Days for Unemployed Women

Region: Central Macedonia, Greece

Managing organisation: Ergani Centre

Contact

CENTRE “ERGANI”
1 Karavageli Str,
56625 Sykies Thessaloniki, Greece
Telephone: +30 2310621166
www.ergani.gr

Project duration: January – December 2008

Funding: Total budget €25.000 Contribution from the European Social Fund (ESF) 80% and the Greek Ministry of Labour 20%.

Key themes: Addressing unemployment of women in the area of Thessaloniki and overcoming barriers for women to enter the labour market.

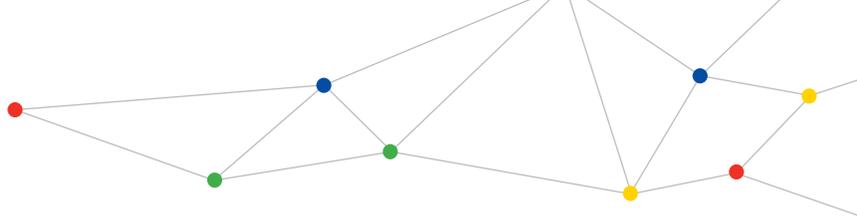
Framework: The project was funded under measure 6.1 of the Operational Programme Employment and Vocational Training 2000-2006 in ESF.

Partners involved: The project was implemented by Ergani Centre in cooperation with the Municipality of Echedodros, the Development Agency of Thessaloniki and five employers. Ergani Centre was responsible for: consulting, guiding and supporting unemployed women to prepare them for a job interview by using simulated ones; organising meetings between local authorities and employers; communicating and disseminating project aims to the local media. The other partners acted as mediators between Ergani Centre and local companies, which was the most important link of the chain as they were potential employers.

Objectives: The objectives were to provide counselling, information, support and guidance for unemployed women; assist unemployed women to get an interview with potential employers; and raise awareness among authorities and potential employers.

Beneficiaries: Unemployed women who had already benefitted from the services offered by Ergani Centre and were job ready. Women who faced problems in the networking process with potential employers.

Activities: The activities encompassed labour market research including sector-specific studies (e.g. food and beverage, wood processing); networking with employers; preparing and



empowering beneficiaries focusing especially on job interview techniques; organising five simulated “career days” i.e. meetings between groups of women and employers; bringing unemployed women and potential employers together by organising simulated interviews; and career guidance; job search and psychosocial support.

Short and long-term results: 50 unemployed women received guidance, support and a push in their endeavours to find a job; 5 companies had the opportunity to meet, interview and find their future employees; and 5 simulated career days were organised. Research data and information material was gathered for companies in the local area. The beneficiaries who took part in the simulated interview process acquired valuable experience which will help them to find a job in the future.

Impact: A new service for the support of unemployed women was created and is still offered by Ergani Centre. Furthermore the services of Ergani Centre became known to Human Resources departments and employers in the local area.

Innovative aspects: Prior to this project simulated career days were only organised by schools and academic bodies for students. It was possibly the first time in Greece that unemployed women had the opportunity to participate in career days organised by an independent organisation and not a company seeking to hire employees.

Key success factors: The experience of Ergani Centre in providing counselling/ consulting services to women, the contribution from local authorities and effective targeting of an area where a great number of companies were located.

Obstacles: Motivating employers to participate in the project. 50 companies were contacted but only five took part.

Transferability: This pilot project is readily transferable to any other area or even other target groups.

Potential for mainstreaming in Regional Operational Programmes: Resources can be allocated in ROPs for regional interventions in which simulated career days could be an integrated part.

2.10 Time, Work and Personal Lives

Region: Lombardy, North Western Italy

Managing organisation: CE.SVI.P.
Lombardia Centro Sviluppo Piccola Impresa

Contact

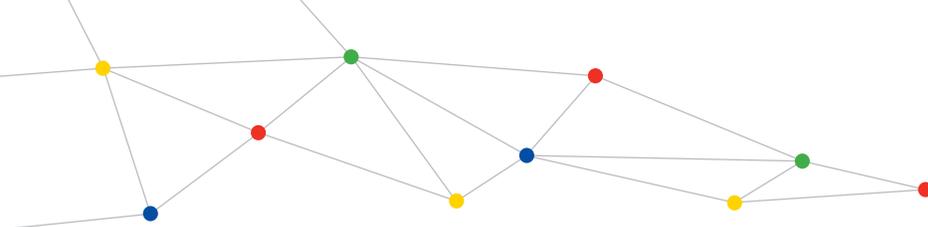
Pari e Dispari Srl
via Pacini 22
20131 Milano, ITALY
Telephone: + 39 02 70603112
www.pariedispari.it

Project duration: July 2005 – Sept 2007

Funding: Total budget: €1670000 Contribution from the European Social Fund (ESF), Equal programme 80% and partners 20%

Key themes: Reducing gender gaps and tackling occupational segregation whilst promoting reconciliation of family and working life. Creating work life balance services and networks both at local and trans-local level – A (Re)Conciliation Agency. Delivering services to support work life balance targeting women, men and families.

Framework: The project was carried out in the Equal programme, ESF, under the theme Equal opportunities – Reducing gender gaps and desegregation.



Partners involved: The partnership consisted of: CE.SVI.P. LOMBARDIA (Social Cooperative) coordinating the activities, including training, evaluation and transnational exchange; and four municipalities as well as a number of area-based cooperatives that defined strategies, planned and coordinated local activities, built expertise in work-life balance policies to support the development of (Re) Conciliation Agency. The National Association of Gender Equality Councillors was also involved in the definition of strategies, planning and coordination.

Objectives: The objectives were to create trans-local networks; improve the competencies of public administration's staff and social workers in terms of tackling reconciliation problems; and raise awareness in companies and public organisations. The purpose of the interventions were to improve women's participation in the job market; support the creation of innovative care services; increase sensitivity regarding the subdivision of family burdens (e.g. interest fathers in reconciliation services); increase capability of network interventions on reconciliation at the Local Equality Centres; and increase capability for setting up policy and welfare actions directed towards reconciliation.

Beneficiaries: Women employees with non-standard working hours, personal or social problems, occupational problems and family care burdens particularly caring for disabled relatives, unemployed immigrant women, mothers and fathers, social workers and public officers.

Activities: Phases and activities included: a (Re)Conciliation Agency was created and agreements to implement the services offered by the Agency in the partnership territory. Feasibility studies on the implementation of individualised reconciliation services and seminars aimed at developing the FRO Model – Management System for Family Responsible Organizations. In the next phase the reconciliation services were tested and

local social workers were supported in detecting the specific needs of women at risk of social exclusion and poverty. 60 hours of training was offered targeting employees of Women Resource Centres (WRCs) in the Municipalities of Lodi, Pavia, Cremona and Mantova as well as public and private social workers. Vocational training to improve women and men's capability to tackle reconciliation issue, was also offered to deepen awareness about the necessity of sharing family care. The project worked together with partners in Spain, Portugal and Slovakia and exchanged knowledge through study visits, workshops, round tables and dissemination seminars. Guidelines were elaborated for the promotion of work/family life balance and a definition of a model – FRO – for the certification of work life balance and gender equality in organisations based on ISO.

Short and long-term results: Total number of beneficiaries of services were 70 (68 women and 2 men) and 9637 hours of individual and collective services were delivered. Approximately 50% of the women using the services were under 35 years old. In total 413 persons participated in vocational training. Time, Work and Personal Lives promoted a gender equality process in terms of increased job opportunities for a group of women with socio-economical problems, by responding to their reconciliation needs and improving their access to wider labour market opportunities. Representatives from four local authorities and one provincial authority received gender mainstreaming training acquiring new competencies to develop solutions and services addressing work-life balance issue.

Impact: Public and free services were created at local and trans-local level – a (Re)Conciliation Agency aimed at promoting private and public policies and services to support work-family life balance. Networking was also enhanced among the involved cities sensitive to gender equality issues.

The services activated by the Municipality of Lodi have continued with other financial resources for 3 years beyond the project period.

Innovative aspects: The system for identifying reconciliation needs and analysing local resources and services to tackle those needs. The Agency and the “Network of Reconciliation Cities” – a partnership agreement to continue the activities beyond the project. The FRO guidelines inspired by the EU policy for Corporate Social Responsibility (CSR). Guidelines to promote and implement business policies and cultures sensitive to work-life balance and gender equality to be adopted by companies, public administrations and NGOs.

Key success factors: The creation of a (Re) Conciliation Agency, that activated a network of experiences, competencies and synergies and the ability to answer to individual needs through flexible public services.

Obstacles: The partnership was set up as part of the Equal programme and the Italian partners could not access new funds. Italian public administrations at all levels suffer from increasing economic cuts that prevent them from investing in innovative services. Political changes in the Municipalities resulted in a modification of priorities, and a setback of the activities.

Transferability: The transferability on regional and national level is verified and the services have been applied by other local Italian administrations. The FRO model has been transferred to other member states with the support of EUs Life Long Learning Programme.

Potential for mainstreaming in Regional Operational Programmes: Resources can be allocated in ROPs to create social and organisational infrastructures to facilitate women’s participation on the labour market to reach EU 2020 targets.

2.11 Social Legal Centre for Women’s Professional Life

Region: Western Pomerania, North-West Poland

Managing organisation: Institute of Economic Analyses, Diagnoses and Forecasts

Contact

Institute of Economic Analyses, Diagnoses and Forecasts
Papieża Jana Pawła II 42
70-415 Szczecin, POLAND
Telephone +48914646949
<http://iadipg.pl/>

Project duration: July 2005 – December 2005

Funding: Total budget: €22500 funded by Civil Initiative’s Fund in Poland (90%) and private capital (10%).

Key themes: The principal aims were to create a structure supporting women’s professional and career development, and increase legal awareness of women’s employment rights with particular emphasis on employment law, commercial law and e-law (legal issues in computing enterprises). Furthermore to support women disadvantaged by the place of residence (i.e. rural areas) since the access to legal advice is limited in rural areas. Due to the fact that the situation of women in Western Pomerania was far worse than mens, special structures were needed to support women in the labour market. In many cases, despite the economic drivers for work, women don’t find employment that would enable them to achieve a competent professional status.

Objectives: The objectives were to provide legal advice for women (300 beneficiaries); create and maintain an Internet forum to exchange information concerning issues relating to women's professional life including problems associated with running a business, the labour market and social security; arrange regular thematic meetings to support women's participation in social life, economic and political sphere (240 participants); develop a common strategy of actions to improve the legal position of women; host a high profile conference with the theme "Women in law"; and analyse the legal situation regarding women's economic status in Poland.

Beneficiaries: Women who wanted to set up an enterprise or those who had been in business for > 3 years; unemployed women and women with low income; single mothers; employed women; and women with disabilities. Priority target groups included women from rural areas and women with disabilities. Members of organisations supporting women also benefitted from the project.

Activities: The project offered access to expert, free legal advice, regardless of a woman's professional status, educational background or age. Advice was offered to women who were setting up businesses, employed women and women with the aspiration to work. The advice focussed on problems concerning professional life e.g. help with business start-up, ongoing business legal support & employee's rights. Besides individual support, thematic meetings were arranged. Common activities were launched to promote women's role in regional development. Reports were issued about the situation of women in the region, how to improve the cooperation and create a tool for gender mainstreaming.

Short and long-term results: Approximately 300 beneficiaries received advice (some women were also using the service more than

once). The participants' knowledge of their legal rights in working and personal life increased. At the final conference for representatives from local authorities – (e.g. mayors, commissioners) the situation for women in the region was highlighted with particular emphasis on problems in the labour market. The Conference also focussed on developing effective steps for gender mainstreaming in the region. A monograph was written and published concerning women and socio-economic development.

Impact: The professional legal advice responded to the individual needs of beneficiaries. The women became more competitive and their self-esteem and legal awareness increased. In turn this improved their employment opportunities (especially self-employment), professional qualifications and advancement opportunities. The project identified loopholes in regulations concerning the situation of women and proposed changes, and influenced policy makers regarding the need to improve the legal position of women.

Transferability: Since the project is not entirely region-specific it is highly adaptive in other regions where this legal support would be relevant.

Potential for mainstreaming in Regional Operational Programmes: Resources can be allocated in ROPs for similar services, included in a service package to facilitate women's access to the labour market.

3. HORIZONTAL OCCUPATIONAL SEGREGATION

Segregation remains a major challenge for European regions despite an increase in women's participation in higher education and in the labour market. The stereotype that women lack interest in technology and mathematics is endemic in society and within the educational system.

3. HORIZONTAL OCCUPATIONAL SEGREGATION

Women and men are segregated horizontally as well as vertically in the European labour market. The horizontal level implies that women (as a group) and men (as a group) are active within different sectors of working life. Within a sector or occupation, women tend to hold lower status positions than men. Segregation remains a major challenge for the European regions despite an increase in women's participation in higher education and the labour market. Innovative approaches to counteract horizontal segregation are often carried out in isolation, within the framework of different projects and with low visibility to actors not directly involved (European Foundation for the Improvement of Living and Working Conditions, 2007).

Westberg (2011) describes the process of "gender marking" of work assignments, occupations and sectors as a process where subconscious learning through immanent pedagogy plays an important part in reproducing the gender order – how women and men are expected to act – and horizontal segregation in the labour market. Immanent pedagogy "is the invisible influence to which the person is exposed in the family and in our institutions, which permeates everything from school to organisations and the media and which is incorporated into the structures of society." (Westberg 2006, p 110)

According to Hirdman (1990), society is permeated by a gender system based on dualistic conceptions such as 'masculinity – femininity' and 'women – men', where principles of separation (difference) and hierarchy (the male norm) reproduce segregation patterns. In Europe, women are concentrated in a few sectors of activity such as health care and social work; retail; education; public administration; business activities; and hotels and restaurants. Occupations dominated by women are often associated with domestic work, the private sphere and the care work rationality (European Foundation for the Improvement of Living and Working Conditions, 2007).

Occupational choices made by men are seldom questioned

Ve's (1994) theory of different rationalities offers a framework for the interpretation of the hierarchy with responsible (or care work) rationality subordinated to the technical-limited rationality. Girls/women and boys/men are socialised for different tasks in a gendered society. As a result they develop different rationalities. Technical-limited rationality is associated with the productive sphere. The reproductive sphere is characterised by caring for others such as children, the sick and the elderly. These are socially constructed rationalities and, in working life, these are interwoven and vary depending on the context. All sectors incorporate both rationalities.

The occupational choices made by men are seldom questioned. Neither is the rationality permeating Science, Engineering and Technology (SET) education and working life. De-segregation practices are focussed in one direction and often aimed at providing women with technical skills without questioning the male norm. The stereotype that women lack interest in technology and mathematical skills is endemic in society and the educational system. Research contradicts these perceptions and shows that girls perform to the same level as boys when encouraged, provided with the right tools and given access to role models (Else-Quest, Hyde & Linn, 2010). Analysis of the results from PISA (Programme for International Student Assessment) also indicates that the gap in mathematics scores disappears in more gender-equal cultures (Guiso, Mont, Sapienza & Zingales, 2008).

Researchers have underlined the importance of embedding training measures for women into a policy framework combining de-segregation goals, gender equality awareness and work-life balance policies (Rees 2001). The researchers from Austria, Germany, Greece, Netherlands and Sweden involved in the good practice "IFAC" (practice 3.6) in this

The 'equality machine'

(Model originally presented by Etta Olgianti and Gillian Shapiro in Promoting gender equality in the workplace, European Foundation for the Improvement of Living and Working Conditions, 2002, p 10)

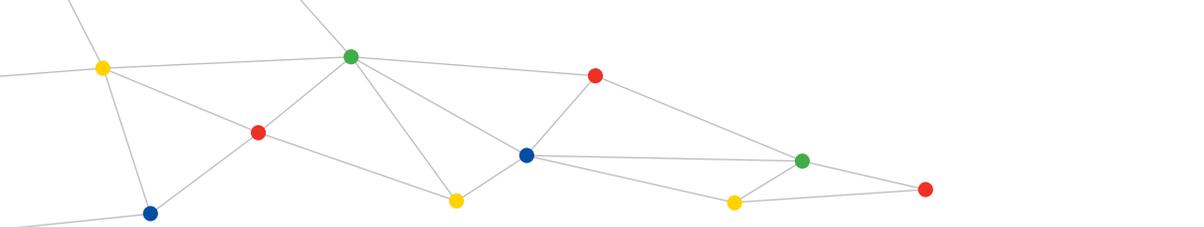


book concluded that it is tricky to encourage more women to pursue a SET career in a society where women still have the overall responsibility for domestic work and childcare. A career in SET is, in practice, difficult and in some cases impossible to be pursued and attained.

In this handbook some of the good practices focus on increasing the number of women in SET and one of the main themes in WINNET 8 is to find ways to counteract the horizontal segregation in the labour market. It is more evident in some examples of practices than in others that the prevailing norms are scrutinised. The good practice from the UK "Close the Gap" (practice 3.12) highlights that horizontal segregation disguises the impact of gender on the pay gap between sectors and organisations. Segregation – or the fact that many women choose 'typically female' professions and work in low-paid sectors – is the key to explaining the persistence of the gender pay gap. The horizontal segregation is notably higher than the vertical segregation in most EU member states (Bettio & Verashchagina, 2009)

Some studies also indicates that there is "... a trade-off in the short or medium run between

increasing female employment and decreasing segregation" (Bettio & Verashchagina, 2009, p 35-36). In fact, during the period 2001-2007, the horizontal segregation increased in most of the Mediterranean countries in parallel with more women entering the labour market. Welfare reforms in the Nordic countries and the integration of unpaid care into the public sector some decades ago represents a similar process with increased participation of women in the labour market but exclusion from "male" domains in the private sector. Horizontal segregation is still one of the major obstacles for growth and development in the Nordic countries and the risk of bottlenecks is high when the demand for a SET workforce grows at a regional level. Nevertheless, statistics from the period 2001-2007 indicate some horizontal de-segregation in the Nordic countries (Bettio & Verashchagina, 2009).



European labour shortage affect segregated sectors

The European labour shortage is likely to affect mixed occupations less and areas of concern for the EU are growth sectors such as the ICT sector and the health care sectors. Statistics from Eurostat (2008) raise questions regarding whether Europe will be able to compete with other parts of the world in the field of ICT. Among under 40s, the gender gap between women and men working as computing professionals is wider than for the older workforce and there is no evidence of the gap narrowing. In Europe it is still four times as likely to find a man working as a computing professional than a woman. As a response to these challenges some initiatives have been launched to promote women in ICT (e.g. the European Code of Best Practices for Women and ICT), technological solutions for the health care industry and women as care sector entrepreneurs. Some of these initiatives are likely to reproduce the gender order and still fewer initiatives are aimed at attracting more men to care sectors.

Good practices in this handbook address the (potential) labour shortage in horizontally segregated sectors. “Women’s Technology Centre in UK (practice 3.7) addresses the under-representation of women in higher level ICT jobs. The Swedish “Steel & Engineering” (practice 3.9) addresses the difficulties in counteracting segregation at regional, sectoral and company levels. “Metal Industry into the New Millennium” (practice 3.8) from Finland tried to attract unemployed women to available jobs in the metal industry. Another example from Finland “Naisway” (practice 3.10) was aimed at promoting women as employees, managers and entrepreneurs within the fields of transport and logistics.

Most of the initiatives to attract women to occupations dominated by men are motivated by external (push) factors. Motivators include the lack of workforce, funding for gender

equality projects and/or requirements to mainstream a gender perspective in order to access development funds. Few initiatives are still triggered by internal (pull) factors such as values, cultures and human resource management. Actions pushed only by external factors have limited impact in comparison to actions that make a link between gender diversity and competitiveness, aligning gender equality actions with strategic goals in companies (Olgiati & Shapiro, 2002). Regional actions to counteract horizontal segregation need to encompass a mixture of methods including training for women in SET; gender equality training for actors in organisational infrastructures such as educational institutions, science parks and cluster organisations; networking; mentoring; target setting and continuous monitoring of results (Danilda & Granat Thorslund, 2011).

Segregation patterns are complex and affected by a multitude of factors, including women’s choice of studies. Even though approximately 60% of those who receive a higher education qualification are women – in some EU member states such as Poland and Portugal even higher – only 20% of the engineering and technology researchers are women (OECD 2007, 2010 & She figures, 2009). More women than men “leak out” from the pipeline carrying students from upper secondary school through higher education or vocational training to a SET job. At various stages, women decide not to pursue their career: some leave after graduating in engineering while others change direction after some years in working life. Tailor-made training for women to enter occupations dominated by men might have positive results from a short-term perspective, but women tend to change career pathways if faced with unequal work environments. Policies to bring about change must combine measures to attract more women to SET with support for women already working there, as well as more inclusive practices and institutional changes (Pollitzer 2011).

Gender pedagogy

Young women's choice whether or not to study technology in upper secondary school often coincides with adolescence, when they are in the process of forming their identities. Choosing an education, which, by its nature, form and language communicates that "this is for young men", is difficult for the majority of women. In the Swedish good practice example "Gender Equal Counselling and Guidance" (practice 3.5) a pilot training programme was designed for study and careers counsellors to raise awareness of how to guide students. This guidance takes into consideration students interests and identity as well as societal stereotypes and the horizontally segregated labour market. Studies carried out within the good practice example "GAPP" (practice 3.4) in Belgium, Denmark, Italy, the Netherlands, Poland and Portugal revealed that 14-18 year old students from the different member states lacked awareness of who could be a scientist or engineer and had difficulties in identifying with these roles. GAPP had a broad approach which encompassed students, teachers and parents to investigate the different pathways to SET, especially those applicable to girls.

Gender pedagogy – and gender awareness among teachers – is increasingly acknowledged as a method of forming gender-equal cultures in schools, counteracting segregation at an early stage. One of the Swedish good practice case-studies "On Equal Terms" (practice 3.2) aims at increasing the gender equality competence among teachers. Gender pedagogues act as tutors for staff at nurseries and schools to reform work practices and approaches. Another practice from Greece – "Sensitisation of Educators for the Promotion of Gender Equality" (practice 3.3) – targeted secondary school teachers and vocational education teachers. On Equal Terms is a regional-level programme in Sweden, whilst the Greek programme was a national initiative. In both

cases the programmes contributed to formulating more gender aware educational policies and highlighting "hidden messages" and stereotypes in educational material.

There is a risk that gender-blind education and training for either gender, aimed at promoting careers in "non-traditional fields", reproduce segregating patterns. In a US study Fox, Sonnet & Nikiforova (2009) examined the least and most successful programmes in terms of outcomes in undergraduate SET degrees awarded to women. They found that programmes associating the under-representation of women to "institutions and structures" rather than to "individuals" were the most successful.

The "Scottish Resource Centre for Women in SET" example (practice 3.1) addresses the structural imbalances in the labour market and works with organisations to address business culture and practice, which is essential to provide effective support for women in SET workplaces.

3.1 UK Scottish Resource Centre for Women in SET

Region: Eastern Scotland, Scotland, UK

Managing organisation: SRC and Edinburgh Napier University

Contact

Scottish Resource Centre for Women in Science Engineering and Technology
Edinburgh Napier University
Craiglockhart Campus
Edinburgh, EH14 1DJ, UK
Telephone: + 448452606040
<http://www.napier.ac.uk/randkt/rktcentres/src/Pages/default.aspx>

Project duration: April 2005 – ongoing

Funding: Total Annual budget 2009-2011 €205,000. Contribution from European Social Fund (ESF) represents approximately 30%.

Key themes: The Scottish Resource Centre for Women in Science, Engineering and Technology (SRC) sets out to create sustainable change for the participation of women in the SET (Science, Engineering and Technology) sectors in Scotland. In addition to social justice issues, SRC firmly recognises and promote the economic case for an equal and diverse workplace.

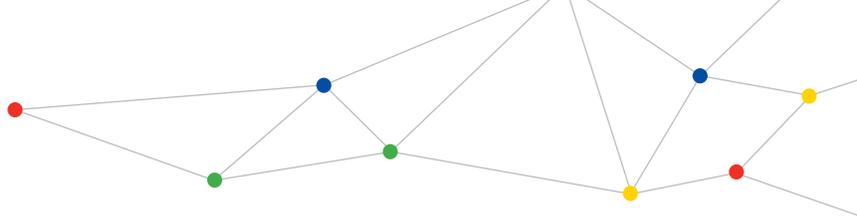
Framework: SRC is the Scottish partner of UKRC (www.theukrc.org), which is a UK Government lead organisation for the provision of advice, services and policy consultation regarding the under-representation of women in SET. UKRC were established as a part of the Governments strategy for women in SET, and included in the Science and Innovation Investment Framework for 2004-2014. At Scottish level the Centre is included in the Scottish Funding Council's strategies on employability and skills and access and inclusion. It is also part of the ESF Lowlands and Uplands Strategy (LUPS) in line with ESF priority 2 – progressing through employment.

Partners involved: Edinburgh Napier University, hosts the SRC as part of the Faculty of Engineering, Computing and Creative Industries. They provide HR framework, office and accommodation, and offer support and advice. This partnership gives credibility with women beneficiaries, employers and professional organisations. Construction Skills (Sector Skills Council and Industry Training Board for the construction industry) is SRC's partner in development and delivery of Equality and Diversity Awareness workshops for students and apprentices, and research, in the sector. The Scottish Funding Council's fund Interconnect, the SRC's student project, supports women studying SET programmes and is a partnership with the National Union of Students. Scottish Enterprise (supporting business development, infrastructures and growth) has worked in partnership on some of SRC's work in the Life Sciences and IT sectors, providing

resources for organising meetings with the industries and SRC contributes to their policies in addressing gender segregation. OCPAS (Office of the Commissioner for Public Appointments in Scotland) provide workshops for women who wish to use SET skills for the benefit of public bodies. SRC form ad hoc partnerships with other organisations in order to deliver services to women (and men) entering or progressing in the SET labour market.

Objectives: In order to create sustainable changes SRC aim at changing employment practices and workplace cultures to support gender equality; and supporting recruitment, retention, return and success of women where they are under-represented. The targets for the period 2009-2011 are to deliver 12 career planning workshops for a minimum of 144 women; four workshops for women entrepreneurs; individual guidance for a minimum of 50 women and that 77 women demonstrates positive outcomes (e.g. return to SET career). During the same period 500 students (women and men) shall receive equality and diversity training; ten trainers/lecturers shall receive training in equality and diversity delivery; 30 women students will receive support for work placements in workplaces dominated by men; and 40 women in SET mentoring women career entrants. Five events will be arranged to engage HR and senior management in gender equality work; SRC will engage in-depth with six employers (e.g. targeted recruitment events); and nine businesses/organisations are expected to make a commitment to change by signing a CEO charter for gender equality.

Beneficiaries: SRC work with women entering further and higher education, those in education and women working in SET sectors as well as those wishing to enter SET careers. SMEs benefit from staff surveys, focus groups and advice on workplace practices, and participate in sector-based meetings which highlight gender equality issues specific to



different sectors. Large organisations (both businesses and academic institutions) can benefit from workshops for their staff, in-depth cultural analysis and partnership for events. The construction sector also benefits from knowledge transfer on equality and diversity training.

Activities: SRC offer a range of workshops to women with SET qualifications/interests to support career entry, progression, maternity planning, work/life balance and self-employment. The Centre support mentoring schemes, individual advice and coaching services in order to empower women to challenge workplace culture, feel confident in their career decisions and understand the structural context in which their careers develop. SRC work with students to address early stage of the “leaky pipe” of women’s employment in SET and supports networking, information sessions, and meetings with women professionals in SET sectors. The Centre encourages employers to create flexible, family-friendly working practices and help them become an “employer of choice” in a highly competitive labour market recognising that needs of organisations in addressing gender equality vary according to both their size and their sector. SRC encourage and support organisations in working towards recognised awards to demonstrate achievements in gender equality. One example is SET Fair Standard launched by UKRC in 2009 as UK’s first high profile award giving public recognition for excellence in SET sectors.

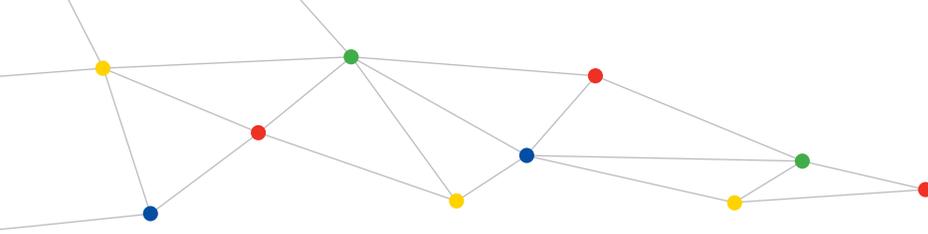
Short and long-term results: Since 2009 SRC have reached over 1000 women in the SET sector and over 500 attended events or received advice/information. Of these 500, over 100 have reported measureable career progress, including one Public Appointment.

SRC organised events for employers reaching over 80 senior managers and HR professionals. Significant outcomes of this work have been an increased awareness

In order to create sustainable changes SRC aim to change employment practices and workplace cultures and to support gender equality, by supporting recruitment, retention, return and success of women where they are under-represented.

of the business case for employing women in SET, and an increased impact of gender equality on strategic decision-making in business.

Impact: A significant long term impact of SRC’s work is reported on building self-confidence for women beneficiaries. More women enter or return to SET careers, with over 20% undergraduate SET places being taken by women. Employers have developed workplace cultures which support women’s careers (e.g. flexible working practices, support for women’s networks, mentoring). Employers have introduced gender audits and recorded and analysed sex segregated employment data. Two Scottish employers have been awarded the SET Fair Standard. The Equality and Diversity training has been mainstreamed in construction professions (e.g. CPD – Continuing Professional Development) and the same training has been introduced in engineering and life sciences sectors.



Innovative aspects: One of the most unique aspects of the work being done by SRC is Interconnect (www.interconnect.org.uk), which is the only project of this type in Scotland. Interconnect aims to provide women students in colleges and universities with: opportunities to meet women students in similar situations to help reduce isolation and build confidence; contact with women professionals providing role models of successful career development; opportunities to act as STEM (Science, Technology, Engineering & Maths) Ambassadors to younger students, both promoting these subjects and acting as role models to the next generation; and raise the visibility of women (both students and professionals) within science, engineering, technology and built environment.

Key success factors: The top down and bottom up approach. That is, working at the highest levels within business and industry to create an environment that attracts women, keeps them and supports their career progression. At the same time, working with individual women, through training, events and mentoring, to provide essential learning, career development, knowledge and motivation to ensure they can maximise their potential in SET sectors. The approach and activities mean that gender goes on the agenda and stays there.

Obstacles: Essentially the most significant obstacle is that business does not think it has got a problem – generally they are not prepared to change or recognise that change is necessary. Women themselves often say that there is not a problem, they believe they are equal and it is not until they have had direct experience themselves of inequality that they realise the value of the services SRC provide. The current economic climate and impact of recession has resulted in some of the business partners stepping back as they do not want to engage in any additional work or responsibility. A major challenge faced is engaging with male managers. Gender equality is not a “women’s issue”, but

business tends to relegate responsibility for this to women staff, especially in HR.

Transferability: Interconnect is a model which could be transferable anywhere and the Equality and Diversity training could be readily replicated in other regions. The comprehensive SRC and UKRC initiative could be adapted to suit the economic, social and equality needs across sectors, education and regions.

Potential for mainstreaming in Regional Operational Programmes: SRC is not geographically based and covers the whole of Scotland working in an outreach capacity with industries, further and higher education and women. It offers significant potential to inform ROP and other EU funding programmes.

3.2 On Equal Terms

Region: Dalarna, North Mid-Sweden, Sweden

Managing organisation: The Municipality of Falun

Contact

Falun Municipality School Administration
791 83 Falun, SWEDEN
Telephone: +462383000
www.falun.se

Project duration: 2004 – ongoing

Funding: Total budget: Approximately: €850000 during the period 2004-2007. Contribution from the European Social Fund (ESF), Objective 3 50% and Municipality of Falun 50%.

Key themes: On Equal Terms is a programme aimed at increasing gender equality competence among pedagogues at nursery schools and schools. A deeper knowledge and insight will bring about sustainable change in each pedagogues own attitudes and pedagogical approach as well as the reformation of practices and working strategies in schools – ultimately equal terms

for girls and boys. The first gender awareness programmes were launched in the mid 1990s by a dedicated upper-secondary school teacher. She argued that schools reproduce the gender order and that pupils were hampered in their career choices and in life as such. During a ten-year period sporadic courses were arranged but when funding was approved by ESF a more structured approach towards a gender equality certification process for nursery schools and schools was developed.

Framework: The Swedish Education Act states that all children and young people shall, irrespective of gender, have equal access to education and that people active in the school system shall promote gender equality. In the Government's gender equality goals it is stated that "women and men shall have the same opportunities and conditions with regard to education". The Municipality of Falun has signed the CEMR's (Council of European Municipalities and Regions) Charter for Equality of Women and Men in Local Life. (www.ccre.org/champs_activites_liste_news_en.htm?ID=3117)

Objectives: The overall objective is to increase gender awareness and consciousness among pedagogues. Increase their knowledge about the importance of a gender perspective in education and at work; provide time and opportunities for pedagogues to discuss their own experiences and opinions with colleagues; and facilitate the pedagogues in acquiring a method for analysing their own work in light of a gender perspective. At each of the targeted nursery schools and schools all staff were obliged to participate in the "On Equal Terms Programme" during the period 2004-2007. The target set for the period was that at least 100 pedagogues should enrol in the competence development programme. All work places should produce an action plan to be reviewed on a regular basis. The work should be documented and integrated in the quality assessment processes at each work place and a system for a gender

An important aspect highlighted in the evaluation after the Equal Terms Programme was that the pedagogues had a "common language" as a tool for future gender equality work. These programmes contributed to formulation of educational policies integrating a gender equality perspective.

equality label – certification of nursery schools and schools should be developed.

Beneficiaries: The target group are pedagogues in nursery schools and schools and beneficiaries are both the staff and the pupils.

Activities: The pedagogues participating in the ESF funded project in 2004-2007 were offered, in total, 15 training sessions over a one and a half year period, equivalent to three school semesters/terms, with regular meetings every third week. The programme was divided into four steps: 1) Theory: literature studies and discussions related to the participants own experiences and opinions, analysis of curriculums and elaboration of strategies to be implemented; 2) Observations: the pedagogues observed the interplay between children and grown-ups, among children and among grown-ups at their own work place; 3) Action plan was designed for each work place with clear targets for the changes to be achieved and how these changes would be implemented. These plans were based on new knowledge among the pedagogues and analysis of their own work. Each principal in the schools involved was responsible for the final version of the action plan. On the basis of the content schools could apply for a gender equality certification; and 4) Evaluation.

Short and long-term results: 116 pedagogues completed the competence development programme and in total 313 pedagogues enrolled during the period 2004-2007. According to an external evaluation (Osbeck, 2007) 89% of the participants appreciated the programme and pedagogues in the nursery schools were more positive than the teachers from schools. Women were more positive than men. A majority of the participants thought they had increased their gender awareness and acted more gender conscious in relation to the pupils. 91% identified changes in their own behaviour, and 60% identified changes in the teams at their work place. The pedagogues became aware of how they themselves were "doing gender" and how they reproduce the gender order. Pedagogues with a positive view of the programme from the beginning were the group that identified that they had changed their behaviour and attitudes most. An important aspect highlighted in the evaluation was that after the programme the pedagogues had a "common language" as a tool for future gender equality work. Gender equality training became a part of the school administration's standard work and a system for a gender equality label (certification) was introduced. On Equal Terms has been implemented in other departments in the Municipality of Falun and several other municipalities. Training of gender pedagogues from other municipalities has also been arranged. Approximately 40 nursery schools, schools and after school centres in the County of Dalarna have received the gender equality label. The Swedish National Agency for Education has financed a film about the programme, which is used to introduce pedagogues entering "On Equal Terms" and to inspire new schools to participate.

Impact: Politicians participated in the training and the successful results made both politicians and the staff in the municipality more positive to gender equality efforts. The process-oriented working model to promote gender equality has been implemented in

a range of other activities in the County, administrations and organisations.

Innovative aspects: It is unique that this kind of training is carried out over a long period (18 months) and that all pedagogues are obliged to participate. This facilitates a cultural change, collective thinking and a common language to counteract gender stereotypes. The introduction of a gender equality label was also an innovative approach and each work place is assessed annually based on their new or updated action plan. This assessment is made by a group of representatives from the municipality as well as external experts and based on the following criteria: all staff including the management have participated in the competence development programme; and the school has an action plan with defined goals, methodologies and monitoring processes. A school can lose their gender equality label if the criteria are not met.

Key success factors: The foundation is based on previous work before the ESF project, the support from managers and the on-site training, which made it easier to integrate a gender perspective into the participants' daily work. Furthermore there were many motivated pedagogues that enrolled in the programme.

Obstacles: Even though a majority of the participants are motivated, some are not and resist a reformation of practices. Approximately 50% started the programme during 2004-2007 because they were obliged to. Some experienced time constraints and thought at first that they already knew everything about gender equality. As soon as the pedagogues became involved and gained knowledge, resistance decreased and they became interested and active. When management was against the training it was more difficult. Another obstacle was the attitudes among parents and pupils. Only 35% of the pedagogues participating during 2004-2007 perceived changes among the pupils in terms of breaking gender norms.

Transferability: The model is transferable to other member states and over the years experiences have been exchanged with actors in different countries. Access to trained gender pedagogues and tutors is a prerequisite for implementation of “On Equal Terms”.

Potential for mainstreaming in Regional Operational Programmes: Resources can be allocated in ROPs and funded by ESF for On Equal Terms programmes.

3.3 Sensitisation of Educators for the Promotion of Gender Equality

Region: Greece

Managing organisation: Research Centre for Gender Equality (KETHI)

Contact

Research Centre for Gender Equality (KETHI)
51, Harilaou Trikoypi & Valtetsiou
106 81 Athens, GREECE
Telephone: + 302103898000
www.kethi.gr

Project duration: July 2002 – November 2008

Funding: Total budget: €25000000
Contribution from European Social Fund (ESF) 75% and the national government 25%.

Key themes: Gender equality in secondary education and initial vocational training. Actions aimed at overcoming stereotypical perceptions that reproduce the vertical and horizontal segregation in education and employment.

Partners involved: The different programmes were implemented via a technical-financial support team at KETHI; a scientific committee with experts on gender equality; trainers who operated as mentors for educators at secondary schools and vocational training schools; and trainers for employees of the Directorate of Counselling for Employment Orientation and Educational Activities at the Ministry of Education.

Objectives: The main objective was to sensitise teachers directly in gender equality and pupils/students/trainees indirectly in order to: achieve the elimination of discrimination within the educational community; integrate a gender perspective in the content of the curriculum; link the issue of gender equality with the procedures of guidance and entry of women into the labour market; deliver training programmes for teachers in public secondary schools and initial vocational schools; and implement intervention programmes in classrooms of higher education units with the participation of students.

Beneficiaries: The beneficiaries were educators and students (12-18 years). Parents and members of the local communities were included in those indirectly benefitting from the programmes.

Activities: The initiative encompassed eight training programmes for teachers throughout the 13 Greek regions; intervention programmes in different schools; development studies such as a study entitled “Gender and educational reality in Greece promoting interventions for gender equality in the Greek educational system”; a guide for implementation and management of training; production of educational materials such as 22 textbooks, ICT tools and brochures; 13 events with the purpose of informing teachers; a final conference to present results; electronic networking including a website for the management, monitoring and presentation of outputs; and dissemination via promotional material and publicity. These activities aimed at increasing the ability to recognise gender inequalities within the educational system, in practices and behaviours, and, in light of a gender perspective, critically reflect on the content of school books, educational programmes and presentations in the media. Furthermore to raise awareness of formation of gender identities at schools, and in families; and consciousness about responsibilities to recognise the principles of gender equality, as a main ingredient of democracy.

Short and long-term results: During the first pilot phase (school year 2002-2003) the training activities involved 245 teachers in the seven regions of northern Greece and 350 teachers in the six regions in southern Greece. In school year 2003-2004, 204 intervention programmes were implemented, which engaged 1087 schools, 2020 teachers and 33500 students. During the period September 2002 – July 2008 in total 78 training programmes for teachers in public secondary schools and initial vocational schools were implemented throughout Greece and 850 interventional programmes involving 4576 school, 8497 teachers and 122096 students.

Impact: These programmes contributed to formulation of educational policies integrating a gender equality perspective. The initiative was executed in cooperation with different ministries and agencies, which provided added value.

Innovative aspects: It was the first time that a national initiative of this kind was implemented in Greece to address the significant discrimination in the educational system.

Key success factors: Some of the success factors were the sensitisation of teachers on gender issues; creation of meaningful debates between teachers and students; increased ability among teachers to recognise hidden messages about gender in educational material; and support from the parents.

Obstacles: The main obstacles were that there were less men than women participating among target groups and beneficiaries; that few educators with higher administrative positions participated, and the lack of/incomplete information on gender equality in society.

Transferability: This was a national initiative but can be implemented at regional level with better results and more possibilities for evaluation, validation and adjustment of the actions to the needs of each region. One of the main aims of the initiative was transferability and there is a rich source of

material available to facilitate this process as well as extensive experience and willingness to cooperate among the trained staff.

Potential for mainstreaming in Regional Operational Programmes: This practice can be adjusted and mainstreamed into ROPs.

3.4 GAPP

Regions: Belgium, Denmark, Italy, Netherlands, Poland and Portugal

Managing organisation: Fondazione Idis-Città della Scienza, Italy

Contact

Fondazione Idis-Città della Scienza –
via Coroglio 104 e 57 –
80124 Napoli, ITALY
Telephone +390817352600
www.idis.cittadellascienza.it

Project duration: January 2007 –
December 2008

Funding: Total budget €808380 Contribution from EU's 6th Framework Programme for Research and Technological Development 75%.

Key themes: Genders Awareness Participation Process: Differences in the Choices of Science Careers (GAPP) explored gender differences at the time of choosing a science career. GAPP (<http://gapp.sissa.it>) focussed on qualitative research and developing new practices in science communication and education to tackle the gender differences.

Framework: The project was carried out within EU's 6th Framework Programme for Research and Technological Development Science and Society. Specific Support Action, Science Education and Careers.

Partners involved: GAPP was carried out by seven partner institutions, five science centres and two research institutes (Youth Research

Centre at the University of Warsaw and Innovations in the Communication of Science at the International School for Advanced Studies in Trieste). The common thread uniting these institutions was their commitment to public engagement in communicating science through accessible, interactive exhibitions and programmes.

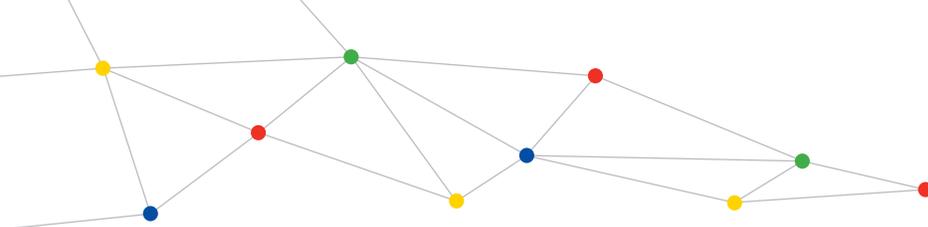
Objectives: To understand the low levels of interest of young people, particularly girls, in science and technology (S&T) studies; exploring the differences in perceptions of S&T related careers among high school students' in different countries; raise awareness among experts and stakeholders; promote a dialogue among researchers, teachers, students, and parents in order to identify main obstacles and the expectations of these groups; develop and test a range of practical activities (e.g. education, laboratories, placements) to overcome gender differences; and create a connection between students at secondary school and the world of work for science and technology professions.

Beneficiaries: The school community (students, teachers, teachers associations), the science community (scientists, women and men) and society (parents, women associations, science centres). All of these communities participated actively in GAPP, bringing their contributions to the reflections, dialogues and tests of different activities.

Activities: Within this project, science centres integrated their competences with research institutes in three main activities: 1) Qualitative research among young people, teachers and parents exploring choices of science careers and gender differences; collecting opinions and ideas on S&T and science careers from the target groups. How the perception influences people's interest, motivation and subject choice at school and university and in their professional lives. Each partner country implemented eight focus groups for each of the following groups: Students aged 14-16 and 16-18; Teachers; and Parents. In total 48

focus groups with approximately 280 people participating. Furthermore, ten in-depth interviews were performed in each country with science and technology professionals, politicians, and people with expertise in gender topics, both women and men. 2) On the basis of the results in the research phase participatory workshops employing Open Space Technology were organised by all the partners with the objective of putting forward concrete proposals for further actions and activities. They brought together students and S&T experts to identify the needs of young people, especially girls. 3) Implementation of pilot activities and practical solutions to address the main issues identified in the preceding stages involving schools (teachers, students and parents), universities (teachers and researchers) and the world of work (S&T professionals). Results were disseminated at European and national levels and a systematic effort was made to bring the results to the attention of a wide spectrum of public authorities, research centres and laboratories, organisations concerned with gender equality in science and in science careers, and schools through the project website.

Short and long-term results: During the project period 26 research institutes; 58 scientists, 40 researchers, 1817 students, 87 teachers and 207 parents were involved in GAPP. More than 120 people, senior representatives of institutions, participated at the final conference in the European parliament and the presentation of the project to the Helsinki Group on Women and Science in Brussels (a group of national representatives responsible for women and science issues established by the European Commission).



Impact: The students demonstrated the usefulness of the activities, in particular for the girls, as this had the potential to influence their future choice of studies in the S&T fields. The students' knowledge and awareness of who could be a scientist or a researcher in the technological field, and what they do increased during the pilot activities. The teachers recognised the didactic value of the activities, the possibility to include these activities in the curriculum and the potential for the activities to motivate students for science studies. The scientists confirmed that the activities were interesting tools to steer the students to chose science subjects and saw the pilot activities having the potential to be university guidance tools. The Ministry of Education in the Netherlands funded a follow-up project at one of the science centres to expand the activities to other schools. Networks of women and science such as VHTO (national expert organisation on girls/ women and science/technology in Netherlands), BeWiSe (Belgian Network for Women in Science), EPWS (European Platform of Women Scientists), and WITEC (European association for Women in Science, Engineering and Technology) agreed on the importance of role models and acknowledged the value of working with science centres and schools.

Innovative aspects: The objectives were reached through innovative participatory research methods.

Key success factors: The successful impact was linked to the methodology used and the innovative pilot activities (e.g. educational activities in scientific laboratories, meetings between young people and scientists, video contests, blogs). Choice of participatory methodologies in the research phase and the experimentation in the test phase gave opportunity for working with a wide range of people from varied and relevant professional backgrounds.

Transferability: Results achieved are easily reproduced in the science and education sectors.

Potential for mainstreaming in Regional Operational Programmes: Resources can be allocated in ROPs for activities aimed at collaboration between science centres, schools, research institutes, women's organisations and gender experts, as in GAPP, in order to reach more young girls interested in S&T.

3.5 Gender Equal Counselling and Guidance

Region: Gävleborg, North-Mid Sweden. Sweden

Managing organisation: WINNET Gävleborg

Contact

WINNET Gävleborg
Södra Skeppsbron 6
SE-802 80 Gävle, SWEDEN
Telephone: + 46 26652766
www.gavleborg.winnnet.se

Project duration: January – December 2007

Funding: Total budget: €47742 Contribution from European Social Fund (ESF), North Mid-Sweden 45% and national and local funding 55%.

Key themes: A Partnership for Gender Equality in the County of Gävleborg, partly financed by ESF, Equal programme, during the period 2002-2005 designed tools to raise awareness and challenge age-old beliefs about the roles of women and men. One of the key themes was design of measures to break the horizontally segregated labour market and a sub-project targeted study and careers counsellors. A book, "The Path to Equality – Swedish Study and Careers Counselling from a Gender Perspective" (Cox 2005), was produced as a result of dialogue with a group of counsellors who met regularly during the Equal project. The book

and experiences from the focus group with counsellors evoked an interest for practical learning on gender-aware guidance and counselling.

Framework: In the guidelines from the Swedish National Agency for Education on career education and guidance it is stated that public career counsellors are to help counteract restrictions in the students educational and vocational choices based upon gender, social or cultural background.

Partners involved: WINNET Gävleborg (formerly WRC Saga) set up the project in close co-operation with representatives from institutions providing career counselling and regional authorities. The training was delivered by external experts on gender equality, professional dialogue and counselling. Researchers from the University of Gävle carried out an evaluation.

Objectives: The main objective was to design, deliver and pilot a training programme focussing on careers counselling from a gender perspective.

Beneficiaries: Study and careers counsellors.

Activities: The activities encompassed mapping of the knowledge and needs among counsellors, seminars for actors involved in career counselling and qualified training in gender conscious counselling. Lectures, dialogues and exercises were interwoven during the training programme. Some of the content was: segregation on the labour market; gender and heteronormativity; perceptions of gender and gender stereotyping; gender-aware changes in working life; gender perspective and professional dialogues. The counsellors analysed career guidance material to identify how gender stereotypes are reproduced. Autonomy and intimacy was discussed as well as how to support girls and boys identity conditioning in parallel with challenging gender stereotypes.

Short and long-term results: The four seminars arranged attracted in total 263 women and 79 men, whilst the training attracted seven women and one man. Based on the seminars and the training, a model programme has been designed for the target group. On an individual level the project raised awareness regarding counselling with a gender equality dimension among the participants in the training. Cooperation has been established between gender pedagogues and counsellors in the region.

Impact: In terms of impact the project increased the interest for gender aware counselling among key actors in the region and among beneficiaries.

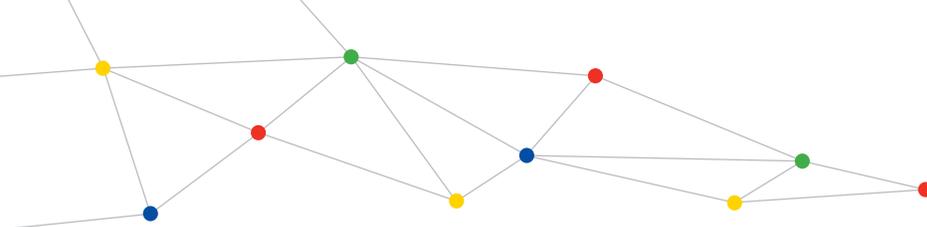
Innovative aspects: The innovative feature was the tailor made training programme for counsellors based on 1) previous studies and identification of needs and 2) state of the art research in the field of gender aware counselling and professional dialogues.

Key success factors: Success factors were the mix of theory and practices in the training, the networking among counsellors and the support from regional actors.

Obstacles: The main obstacle experienced was that the ownership of the programme could not be transferred to institutional actors in the region after the project period.

Transferability: The training programme is easily transferable to other contexts taking into consideration different educational systems.

Potential for mainstreaming in Regional Operational Programmes: Resources can be allocated for gender equality training of study and careers counsellors in ROPs, ESF.



3.6 IFAC

Regions: Austria, Germany, Greece, Netherlands, Sweden

Managing organisation: EKEPIS, National Accreditation Centre for Continuing Vocational Training, Greece

Contact

EKEPIS, National Accreditation Centre for Continuing Vocational Training
49 Konstantinoupoleos st, GR 118 55 Athens, GREECE
Telephone +302103403200
<http://www.ekepis.gr>

Project duration: October 2006 – September 2008

Funding: Total budget €1.000.000
Contribution from EU's 6th Framework Programme for Research and Technological Development 75%.

Key themes: Information for a Choice: Empowering young women through learning for technical professions and science careers (IFAC) addressed the low participation of women in Science, Engineering and Technology (SET). IFAC (<http://ifac-project.eu/>) focussed on providing accurate information and role models who acted as motivating examples for young women in the process of selecting a degree and career path.

Framework: The project was carried out within the 6th Framework Programme for Research and Technological Development under the specific action "Science and Society, Women and Science".

Partners involved: Greece: EKEPIS, National Accreditation Centre for Continuing Vocational Training (coordinator), Hellenic Association of University Women and E 2000 Consulting Association; Austria: Centre for Social Innovation and Vienna University of Economics and Business Administration;

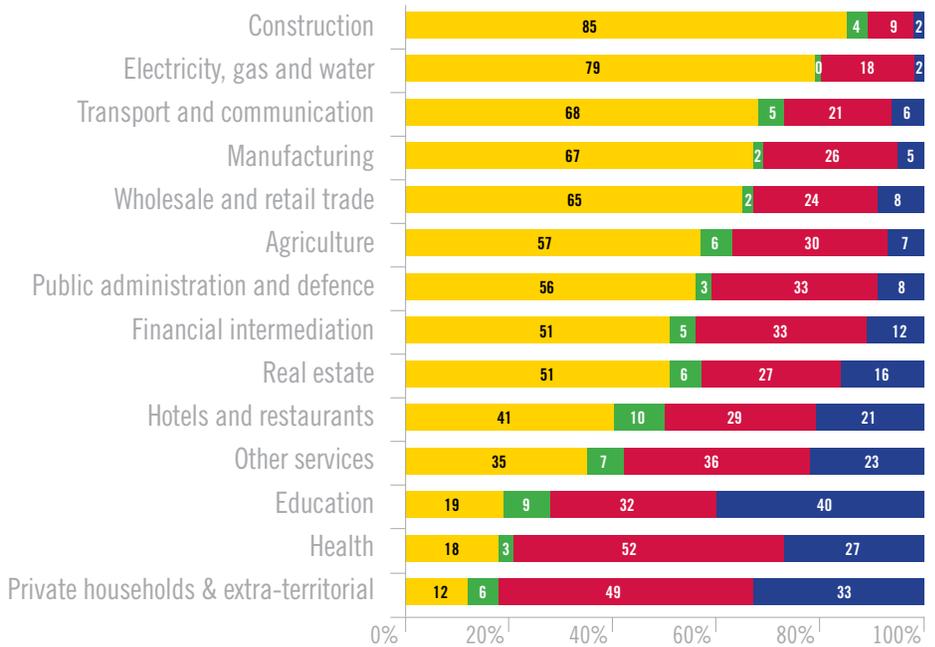
Netherlands: Norderpoortcollege; Sweden: University of Halmstad and Royal Institute of Technology; and Germany: Information Multimedia Communication AG. The partners provided a wide range of information, which was imperative for the effective dissemination, progress, results and outcomes.

Objectives: IFAC was seeking to: identify and analyse the reasons behind the low participation of women in SET careers; sensitise the public, private organisations and research bodies; orientate young women towards SET careers and encourage them to participate in SET through the promotion of role models; alleviate the obstacle of 'accessibility' of information regarding SET oriented career paths; create a sustainable tool to disseminate the project's goals and outcomes; and make policy suggestions, through the publication of a policy paper.

Beneficiaries: The indirect beneficiaries were young women in high school (ages 16-18), a time when they are asked to make choices about their career, influenced by their societal and school environment. Direct beneficiaries were people in a position to influence and bring about change, including representatives from universities, schools, industry, and research institutes. IFAC aimed to reach these interested parties, to provide information about the project, its ambitions and potentials, and, at the same time, learn from the stakeholders' own experiences, opinions and wishes. Universities and schools learned from the exchanges of best practices and information sessions, which gave them necessary tools and guidance to support young women in their choice of studies. The industry provided examples of role models and best practices formed new relationships with other actors. Surveys and the IT system provided research institutes with the opportunity of investigations, which contributed to the drafting of policy suggestions.

Activities: The project analysed European studies on women's participation in SET, and

Gender segregation by sector, EU27



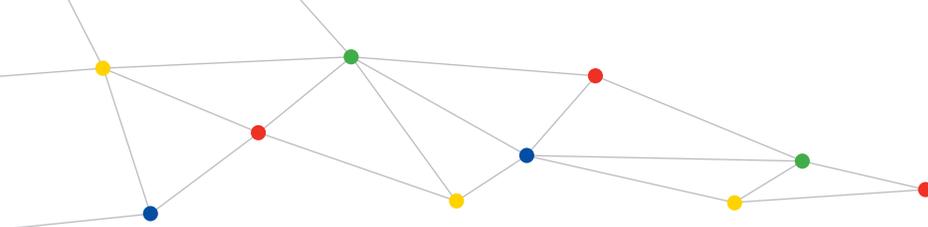
● Men full-time
 ● Men part-time
 ● Women full-time
 ● Women part-time

Source: EWCS 2005, cited in European Foundation, 2008.

best practices from initiatives for motivating women towards a SET career; organised workshops and seminars to present results from the studies and exchange best practices on recruiting to and retaining women in SET. IFAC investigated suitable best practices and provided recommendations on transfer of gained experience from the selected practices. A policy paper utilised outputs from surveys and workshops providing guidance for policy improvements. A wide range of PR activities were implemented such as: press releases, articles, press conferences and TV and radio interviews to reach a wider audience as well as raise public awareness. Efforts focussed strongly on establishing an informal network of stakeholders as the vehicles to influence “change”. IFAC achieved its aims through the presentation of women from SET professions as role models; the supply of best practices encouraging young women to choose education and careers in SET; and research on the role of stereotypes and lack of information affecting choices of young women.

Short and long-term results: A large number of young women in high school have been able to access information about SET careers and presentations of women in SET professions as role models through IFACs IT system. Young women also had the opportunity to interact with role-models for counselling, guidance on career pathways and discussions. More than 300 people benefitted from the activities and more than 50 organisations have been sensitised.

Impact: Some of the sustainable results from IFAC were the website and information portal with a role model databank and publications such as: “Promoting Young Women in SET: Lessons Learned – A Cross-National Analysis of Past Research Projects”, “Preparing Young Girls for Science and Technology careers – Information booklet for career counsellors”; and “Towards equal opportunities in SET careers: Policy reflections and recommendations of the IFAC project”.



IFAC investigated suitable best practices and provided recommendations on transfer of the benefits from the selected practices.

Innovative aspects: The multimedia laboratory – (www.joblab.de) – used in IFAC was innovative and included a game aimed at orientating young girls in their future career choice. The original JOBLAB had one version for vocational training (with 152 professions) and one for academic careers (with 159 professions). In JOBLAB one can take on various identities and try out different careers and lifestyles. Data, results and scores achieved are saved. A specific version was designed in IFAC and different modules guided girls on how to build their profiles and match their aspirations. JOBLAB can be used for career counselling in groups and for individual counselling. Further innovation included the creation of a role models databank, with interviews from partner countries with women who are currently involved in SET.

Key success factors: The strong points were the project design, seminars and workshops which offered an essential contribution to the broadening of knowledge; and the composition of the consortium in terms of geographical division (central, northern and southern Europe) and institutional representation (public agency, academic institutions, NGO, consultant company, private company).

Obstacles: A weak point was the fact that partners' contributions were divergent with some partners being extremely involved and others doing only the absolutely minimum necessary.

Transferability: Some of the transferable aspects of the project are directly related to young women (e.g. role models databank).

Information material (e.g. workshop papers) can be used for dialogue with decision-makers and industry as well as used by researchers. IFAC also produced a report with recommendations and options on transferring gained experience from eight selected best practices regarding the promotion of young women to SET. Questions raised during the project were: whether an initiative would be suitable or not in a region or country different from the one it originated from? whether the particular initiative can motivate young women to choose a career in SET? and whether an initiative developed and delivered at a university can also work in a secondary school or another university or institution?

Potential for mainstreaming in Regional Operational Programmes:

The analysis carried out in IFAC can be used as a point of departure for measures to be implemented in ROPs.

3.7 Fife Women's Technology Centre

Regions: Eastern Scotland, Scotland, UK

Managing organisation: Fife Women's Technology Centre (FWTC)

Contacts

Fife Women's Technology Centre
Lochgelly Miners' Institute
129 Main Street, Lochgelly KY5 9AF, UK
Telephone + 441592784847
www.fwtc.net

Project duration: April 1992 – ongoing

Funding: Total Annual budget €480335 Contribution from the European Social Fund (ESF) 26% and the rest from local and national funding (e.g. Fife Council and Coalfields Regeneration Fund).

Key themes: Women into Technology (WIT) addresses the under-representation of women in higher level ICT jobs and the gender barriers to ICT employment through

the provision of a wide range of training, qualifications and progression opportunities, which will equip women, and in particular those at risk of exclusion, with the skills and confidence to pursue further education or employment in the ICT sector. FWTC actively promote equality of opportunity in employment and higher education, broaden horizons, raise aspirations and address exclusion and inequality. Raises awareness of the impact of (un) equal opportunities with local employers and colleges through work placement programmes.

Framework: Through FWTC's provision and activities WIT meets and fits with the national government's priority of encouraging women into ICT and 'Workforce Plus – An Employability Framework'. It aligns with the Lisbon Agenda in offering equality of opportunity to individuals to achieve their potential. In June 2009, in accordance with the Gender Equality Duty 'specific duties' in Scotland, Scottish Ministers identified occupational segregation as one of two priority areas for the advancement of equality.

Partners involved: Embedded within Fife's Community Planning Partnership engagement and employability pathway, FWCT/WIT is part of a network of local providers focussing on employability through outreach, engagement, referral, training, job placement and retention, targeting those furthest from the labour market. FWTC liaise with local specialist organisations (e.g. violence against women projects) for cross referral working to ensure all round support for women, partner with employers (e.g. local businesses, mostly SMEs; larger manufacturing companies, banks, authorities) particularly those in technology for support in kind, information, referrals, work placements and employment opportunities; and has an agreement with Job Centre Plus (a Government Executive Agency supporting people from welfare into work, and employers to fill vacancies). Adam Smith College accredit WIT courses and provide internal verification.

Objectives: To provide (annually) a comprehensive, fully supported training programme, the focus of which is ICT for 50 women; provide high levels of support including counselling places for up to 20 women who self-refer; support 40 women with further training opportunities via in-house progression courses; assist 10 women into employment including self employment; work with schools to provide a practical, hands-on technology programme for 20 young women (age 14 -16); and encourage interest in engineering and technology among young people by providing a weekly Young Engineers Club.

Beneficiaries: Fife Women's Technology Centre (FWTC) target those with little or no previous qualifications, long term unemployed, lone parents, those with mental or physical ill health, ethnic minority groups and women returners. Most participants come with negative perceptions of education and low self confidence and self esteem.

Activities: FWTC provides a variety of programmes to enable women to gain employment in ICT. The courses are offered free of charge, covering travel and childcare costs. Sometimes, when funding permits, the costs for books and exam fees are also covered. WIT delivers core skills and essential personal, social and employability skills through an intensive Career and Personal Development Programme, which includes work experience, essential to develop confidence and a work ethos and enable the transition from benefit dependency to work. WIT Core Programme (starting level) covers 2½ days per week over 48 weeks and includes modules in maths, communication, technology and IT. Integral to this is a personal development programme, which includes confidence building, assertiveness and team work. After this women can take a progression route to meet their employment goals. Office Administration covers 2 days per week over 24 weeks and includes European Computer Driving Licence, practical office skill and an 8-12 week work placement. Progression to office based work. Technical IT covers 48 weeks and an 8-12 week work placement with a local employer. Integral to progression programmes is personal development which includes life coaching, personal presentation, CV writing, job search and application and interview skills. FWTC takes a holistic approach to training, recognising that everyone has different needs and different ways of learning. Learning materials are often designed and produced in-house and take into account different learning styles and learning needs. Learning in small groups stimulates peer support and participants encourage and motivate each other through the learning process. Training programmes are self-paced, allowing everyone to achieve to the best of their ability and challenges the 'learnt helplessness' and fixed mindset to promote optimism, dynamism and self confidence for learning and career development.

Short and long-term results: Over the last 12 years over 700 beneficiaries (over 90%

women), have progressed to positive destinations in terms of further and higher education (in areas like Electrical And Electronic Engineering, Computer Support, Network Support, Mechatronic Engineering, Social Sciences, Computing, Community Education and Engineering) and/or employment (in areas like Electronic engineering, IT Administrator, IT support, IT manager, Software Analyst, Computer Programming, CAD Design as well as Mechatronic Engineering, Quality Engineering and Sales Engineering, Paramedics, Secondary Technical Teachers, Professional Trainers, and Community Trainers/Special Needs Teachers).

Impact: FWTC have received a wide range of awards for achievement in progressing people through learning and education and into employment.

Innovative aspects: FWTC have developed a finely tuned balance between hard edged technology learning and personal development in recognition that people's wellbeing has a significant impact on their ability to progress their learning and career development.

Key success factors: The holistic and integrated approach, along with the materials, resources and teaching methods, has a proven track record of success. Other success factors are the investment in building relationships and partnerships with employers as well as in training and staff development for those who are delivering the learning.

Obstacles: There is a limit to capacity for influence on policy and strategy as FWTC is a service delivery agency and does not have the resources or expertise to influence and campaign about gender inequality and occupational segregation. Partnership with a mainstream college provider has not worked and it has been difficult to 'marry' two opposing models i.e. FWTC's Social Model and the College's 'Business model'. College staff have not always understood the rationale behind non-traditional training and are more familiar

with traditional teaching methods, which do not always reap success for the client group. Backlash against 'women only' training from local councillors. Lip service paid to equality issues and no interest in developing a gendered perspective on education and subsequent employment. Lack of commitment at national and regional level to tackle occupational segregation and support Women's Technology Centres.

Transferability: The Women In Technology Training – established as best practice – could be reproduced in other countries and adapted to the economic and employment needs of different regions.

Potential for mainstreaming in Regional Operational Programmes: As long as the mainstreaming does not result in a dilution of delivery and loss of "positive actions" the WIT model can be supported by ROPs.

3.8 Metal Industry into New Millennium

Region: South Ostrobothnia, West Finland, Mainland Finland

Managing organisation: Employment office of Lapua

Contact

Employment and Economy Centre of Härmänmaa
Lassilantie 12
62100 Lapua, FINLAND
Telephone +35810194066

Project duration: November 2000 – June 2002

Funding: Total budget €210310,71. Contribution from the European Social Fund (ESF) 23%. National funding 28%, local funding from municipalities 6% and private funding 43%.

Key themes: Occupational segregation, high structural unemployment among women and lack of skilled workers in the metal industry.

Framework: Finland has one of the most horizontally segregated labour markets in Europe and therefore tackling the occupational segregation has been on the agenda of the Government's gender equality action plans since the 1980's.

Partners involved: The Employment Office of Lapua implemented and managed the project and it was planned together with the Labour and Enterprise Units of the South Ostrobothnian Employment and Economic Centre. Companies in the metal industry participated in the planning of vocational education and choosing of candidates to participate in training programmes. They provided practical training, work placements for the trainees and job opportunities for the participants that completed the training. An adult education institute carried out a tailored vocational education and training.

Objectives: To tackle occupational segregation by offering training for women into areas dominated by men such as the metal industry; decrease the structural unemployment of women in the region; support economic growth by providing skilled workers to meet the needs of the booming metal industry; improve the quality and effectiveness of education and training services provided by the Employment Office; encourage private companies to co-operate in training and education. The target was 15 trained persons (50% women). After an orientation training (40 days) 80% of the participants should continue to vocational education (160 days) or be employed by the involved companies.

Beneficiaries: The beneficiaries were unemployed women, companies in the metal industry that lacked work force and the Employment Administration, through the activities, increased their level of co-operation with private companies in the field of training and education.

Steel & Engineering is to contribute to financial growth, new job opportunities and the establishment of new businesses and to boost the overall employment rate in the region. Increasing the percentage of women in the industry is a prerequisite for achieving these objectives.

Activities: The project provided tailored vocational training for jobseekers and unemployed. Before the training started the participating companies made a development and recruitment plan and committed to employ the trainees. Awareness raising activities among the women and involved companies was implemented to make the women's participation possible.

Short and long-term results: 27 jobseekers and long term unemployed (11 women) participated in the training. All participating women were employed or continued to further studies. Six women were employed in the companies that took part and two in other companies in the metal industry. Three women enrolled in sector specific education. The Employment Administration informed private companies of the opportunities to find a skilled workforce through tailored training programmes. This has deepened the co-operation between the administration and the private sector.

Impact: Unemployed women got vocational training and employment in the metal industry and the growing industry got skilled workers. The customised services provided have become a permanent tool in employment policy in the region and nationwide. Moreover the project encouraged both the Employment

Administration and employers to train both women and men for a career in "untraditional" branches. After the project more women enrolled in training programmes related to the metal industry and new initiatives have been launched to interest unemployed men for training in the care sector. The positive results changed the stereotypical thinking in employment offices that women are not suitable for the metal industry.

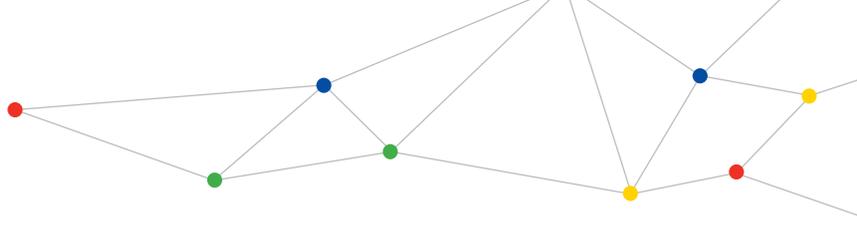
Innovative aspects: Prior to the project there were not enough interested women and men to be trained for a career in the metal industry. Companies were involved from the beginning and the training was tailored for them as well as the trainees.

Key success factors: The tailored, practical training was a success and the opportunity to be employed by the companies after the training motivated the students.

Obstacles: It was challenging for the companies to participate in the joint planning and development meetings as they felt that it was too time consuming. The implementation of the tailored training was demanding as the companies had different needs – the students came from different backgrounds and had different learning styles. Also, it was challenging to manage the group of students since some became employed during the training and therefore the composition of the group changed all the time. The economic situation changed and the demand for skilled workforce diminished during the project period.

Transferability: The experiences of the project have been used widely in the region and nationwide. In order to succeed the Employment Administration and the potential employers need to be deeply involved throughout the implementation and especially in the planning phase.

Potential for mainstreaming in Regional Operational Programmes: The tailored training approach has been mainstreamed



into ESF projects in many regions in Finland and resources can be allocated in ROPs for similar future initiatives.

3.9 Steel & Engineering

Region: Värmland, North-Mid Sweden, Sweden

Managing organisation: Stål & Verkstad (eng. Steel & Engineering)

Contact

Stål & Verkstad
Järnvägsgatan 12
681 84 Kristinehamn, SWEDEN
Telephone: + 46706412088
www.stalverkstad.se

Project duration: Ongoing

Funding: Steel & Engineering is funded by membership fees, local and regional funding, and funding for specific projects from the European Regional Development Fund (ERDF), North Mid-Sweden and Interreg Sweden-Norway, European Social Fund (ESF) as well as national agencies.

Key themes: Steel & Engineering is a non-profit association with 70 membership companies, supporting the steel and engineering industry in the region of Värmland. Based on the needs of the companies, the association acts as a system integrator within the regional innovation system, focussing on entrepreneurship, business development, industry-related R&D, as well as training and competence provision. Within each thematic field special consideration is given to gender equality and specific actions are implemented to raise awareness. The main problems identified are the lack of women in the industry and the difficulties in recruiting as well as retaining young women and men.

Framework: The activities are in line with the Regional Operational Programme for North

Mid Sweden and measures to counteract the horizontally segregated labour market.

Partners involved: Steel & Engineering cooperates closely with the Center for Gender Research at Karlstad University and partnering companies engaged in the gender equality work. In projects funded by ESF trade unions and the Labour Market Board have also participated. Furthermore the cluster co-operates with Fiber Optic Valley (see practice 4.1).

Objectives: Steel & Engineering is to contribute to financial growth, new job opportunities and the establishment of new businesses and to boost the overall employment rate in the region. Increasing the percentage of women in the industry is a prerequisite for achieving these objectives.

Beneficiaries: The companies gain a better understanding of a gender perspective and increase their potential to attract a more diverse workforce. Results from gender research at the University can be applied in the companies and empirical data from the companies used for further research.

Activities: One initiative aimed at counteracting the segregation in the industry is YourFuture.nu which is a website and a project partly financed by ERDF, Interreg Sweden-Norway, aimed at changing the image of the industry. YourFuture.nu targets teachers and students at schools, upper secondary schools and universities. The website publishes assignments from the industry for students and they can also access mentors or practice placements in different companies. Students at upper secondary schools can also participate in competitions where they solve a real problem in a steel and engineering company. Steel & Engineering also promotes TEKLA, which is a network for women studying Science, Engineering and Technology (SET) at Karlstad University. TEKLA supports, among other things, networking between students and leaders in the industry. The members in the network also act as ambassadors for students at upper secondary schools in the region. Yet another initiative is the Sustainable Business Development Programme, which is a training programme with an integrated gender perspective designed for young leaders.

Short and long-term results: The cooperation between industry and University has resulted in investigations into the role of leadership in attracting young people, especially women, to the industry. A tool for certifying and labelling workplaces that actively and consciously work to ensure that employees can achieve work/life balance is another result.

The model, trademarked as Balansa®, and the research results have been phased into a company. Joint seminars, interactive research projects focussed on gender equality in the industry and articles in the media are additional results. A new development programme for young (future) leaders in member companies where gender equality and work/life balance are integrated parts was launched in February 2011. The programme targets women and men in a management position (entry level) and runs over 13 days.

Impact: So far the main actors involved in gender equality initiatives are impacted and the percentage of women has increased slightly from 13 to 15% in the member companies. In the cluster organisation awareness of the need to develop equal working conditions among member companies has increased. The cooperation with schools and teachers at different levels has also increased the awareness of the importance of attracting young girls to technology. Looking at the wider context the Centre for Gender Research at Karlstad University collaborates with several clusters including Steel & Engineering in the region. This collaboration has generated a broad knowledge base on obstacles and opportunities for gender mainstreaming in clusters. In a regional project – Equal Growth (www.kau.se/en/equalgrowth) led by the Centre – a database has been created to analyse the significance of higher education and gender equality for growth, connections between the education system and working life.

Innovative aspects: A gender perspective in cluster promotion and processes is a new emerging field and the close cooperation with the Center for Gender Research at the University provides a unique resource. The Center has a large concentration of gender competence and a wide area of knowledge.

Key success factors: The key to success is the jointly defined strategy between the University and the companies, and strategies to integrate gender issues into every day work (“Walk the Talk”).

Obstacles: One of the main obstacles is shifting the perspectives and focus on changes within the companies in order to recruit and retain women rather than on trying to change attitudes among potential employees.

Transferability: Different aspects of the work could be transferred to other member states such as the model for a leadership

programme with an integrated work/life balance perspective.

Potential for mainstreaming in Regional Operational Programmes: Results from research linked to Steel & Engineering can be used as input for ROPs and resources allocated for gender mainstreaming and positive actions in clusters promotion.

3.10 NaisWay

Region: South Ostrobothnia, West Finland, Mainland Finland

Managing organisation: Jalasjärvi Adult Education Centre (JAAK)

Contact

Jalasjärvi Adult Education Centre (JAAK)
Kurssitie 2
61600 Jalasjärvi, FINLAND
Telephone: +35820145800
www.jakk.fi

Project duration: November 2004 – February 2008

Funding: Total budget: €1.19 million
Contribution from the European Social Fund (ESF), Equal programme €1.13 million, municipalities €59300 and private funding €5700.

Key themes: NaisWay (Female Energy – Transportation and Logistics) aimed at: increasing equality between women and men in work life, especially in sectors dominated by men with a specific focus on transportation and logistics; increasing the educational level of women by providing them with tailored opportunities to develop their competences subsequently decreasing unemployment among women and helping them to find full-time work; promoting women's entrepreneurship; and influencing policies and practices.

Partners involved: In addition to the coordinator many key organisations were

involved like Yrittäjänäisten keskusliitto (The Central Association of Women Entrepreneurs in Finland), Rahtarit ry (National Association of Drivers), SKAL (Finnish Transport and Logistics), Linja-autoliitto (Union of the bus traffic entrepreneurs) and many transportation companies as well as women's organisations. Women in executive positions and women entrepreneurs were participants, trainers and/or mentors in the project.

Objectives: The objectives were to encourage women to work in professions dominated by men: support and encourage women to develop themselves, especially in the field of transportation and logistics; and increase opportunities for women to start their own businesses.

Beneficiaries: The beneficiaries were women who were offered vocational training in transportation and logistics as well as management or entrepreneurial training to advance their careers in these sectors. Participants were women changing careers, returning to working life, working on contracts or unemployed. Women already working in transportation and logistics were encouraged to buy companies and become entrepreneurs in the sectors or educate themselves further for management posts. Other beneficiaries were the enterprises in transportation and logistics and various associations and organisations connected to the sectors (e.g. social partners, training providers).

Activities: The project activities were networking among partners; organising NaisWay on the Road tours to spread information about the project and to familiarise the public with the transportation and logistics sectors and in practice through experiencing themselves how it feels to drive a large truck; creating educational models tailored for women (e.g. a short course called “a Peek into Transportation” for women, who wanted to learn a bit more about the sector when considering if it would be an opportunity for them); implementing a vocational degree training in bus driving, combining truck driving, traffic organising and entrepreneurship; and offering business lectures for women already working in transport and logistics companies. NaisWay also developed an “eStation” – a place for eLearning, eMentoring, eDiscussion and eJoy – providing mentoring, guidance and support from experienced women with a background in transportation and logistics. NaisWay had transnational exchange of know-how and results were widely disseminated through organising and participating in seminars in Finland and abroad; writing 140 articles; introducing the project in nine languages – including Chinese – on the Internet; and giving interviews for both TV and radio news.

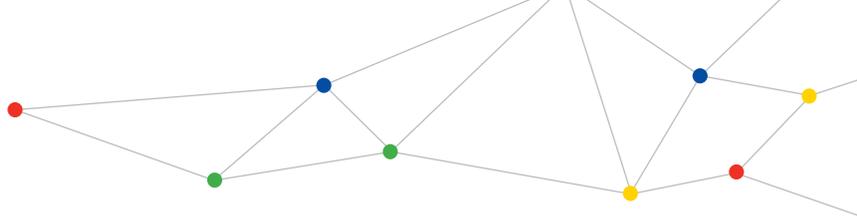
Short and long-term results: 74 women participated in training for a degree in transportation and logistics, 145 women working in family businesses participated in short courses and 80 women enrolled in the “Peek into Transportation” training. Approximately 1300 persons participated in the NaisWay on the Road tours and 2500 learnt more about the project at seminars and conferences. 89 unemployed persons were employed as a result of the project, 219 set up their own businesses and 22 new jobs were created. eStation is still active and available for all who participated. The “Peek into Transportation” continues to be provided by JAKK for women interested in transport and logistics as well as the tailored entrepreneurship training for transportation and logistics. Networks and cooperation among partners are also maintained.

Impact: In a competition – European Region Champion Awards; European Year of Opportunities for All Champion. – organised by the Committee of Regions of European Union NaisWay was selected as the best project for supporting equality in employment. Through the positive results and the wide dissemination awareness among policy makers, administrators and practitioners, attitudes towards increasing the number of women working in transportation and logistics both as employees and as entrepreneurs have been influenced in a positive way.

Innovative aspects: The range of tailored options in terms of information and training, including experimental learning and peer support from women already working in transportation and logistics. The innovation includes a process with suitable elements for those willing to learn about the sector and for those already working in the sector. The women trainees meet their trainer face-to-face each month, but one of the project’s most successful inventions was the virtual meeting place – the eStation – functioning as a service station and a place to make tacit knowledge visible.

Key success factors: The solid experience JAKK has as a training and development organisation, and the good relations with the different actors in the sector, ensured smooth cooperation when planning and implementing the project. The ideas and lessons learned from a previous project in the early 2000’s “Women to transport” were further developed in NaisWay. The target group was wide and the step-by-step approach made it possible to lower the threshold to start studying a degree or decide about becoming an entrepreneur in transportation and logistics. An effective way to create a positive image of women in the sector was the NaisWay on the Road tours.

Obstacles: The burning need of the industry to see concrete results as soon as possible were challenges at first. An important administrative issue was the difficulty of



collecting funding from the municipalities and the regulations (e.g. the status of the employer organisations) changed during the project. Mentoring was ultimately difficult to implement, as the mentors came from different parts of the country and from different contexts. It was solved in part, by appointing one of the mentors to coordinate this activity in the eStation and the others took more responsibility for providing information and disseminating the project results. The transnational cooperation in Equal could have been more fruitful than it was in reality, as the chosen partners did not exactly meet the needs of NaisWay.

Transferability: NaisWay as such is transferable with adaptation to new contexts, likewise different components of the project (e.g. different training activities) are transferrable. The creation and function of national cooperation networks is also transferable.

Potential for mainstreaming in Regional Operational Programmes: The type of practice could be mainstreamed in connection to ESF measures aimed at improving employment opportunities for women, encouraging women to study, and increasing women's level of competence in sectors dominated by men. Special support is needed for changing attitudes in these sectors in order to open them to women employees. This requires cooperation among different actors ranging from policy makers, administrators, social partners, advisories, employment officers and training providers. This type of genuine networking and cooperation should be encouraged by the development programmes on a long term basis, as attitudes changes are slow.

3.11 Girl Geek Scotland

Region: North Eastern Scotland, Scotland, UK

Managing organisation: Girl Geek Scotland

Contact

Girl Geek Scotland
www.girlgeekscotland.co.uk

Project duration: April 2009 ongoing

Funding: Total budget 2009-2010 €141275
Contribution from the European Regional Development Fund (ERDF), priority 1 42% and funding from Scottish Enterprise/ University of Edinburgh/Scottish Information & Computer Science Alliance/UK Resource Centre /Various corporates and some small business sponsorship.

Key themes: Girl Geeks in Scotland address occupational segregation and the under-representation of women in entrepreneurship particularly in non-traditional areas of like technology and computing. Girl Geeks aims to support women to realise their potential and develop their careers in segregated industries and sectors, and address the barriers women face to progress and succeed in non-traditional workplaces and in entrepreneurship.

Framework: Girl Geek Scotland is a relatively new initiative but has sister projects across the UK, in 13 other member states and there are approximately 75 groups worldwide. The legislative framework in Scotland/UK includes the Equality Act 2010 and Single Equality Duty – although these apply in the first instance to Public Sector services Girl Geeks are working across all sectors and supporting employers to promote better gender equality at all levels.

Partners involved: Girl Geek Scotland has support and funding from a broad range of individuals, organisations and businesses from technology, science and innovation particularly. A number of the working partners are also sponsors, thus there is a vested interest in its success.

Objectives: Girl Geeks promotes equality, diversity and inclusion alongside economic growth and competitiveness. They aim to inspire an interdisciplinary environment, which provides opportunity for skills development, knowledge exchange peer support, mentoring and networking. They have built a virtual and physical community of support for women in technology including the sharing of resources, knowledge and expertise.

Beneficiaries: Girl Geeks target women who have aspirations, skills, knowledge and experience in technology, computing, innovation and other segregated areas of employment, as well as women who have aspirations for starting-up a business. Women who are completing studies in technology, computing and innovation are also targeted to ensure progression from formal earning into chosen careers, addressing the “leaking pipeline”. Girl Geeks also works with companies to support them with recruitment and retention issues.

Activities: Some of the activities are networking and community building dinners for women ensuring there are inspiring role models and speakers to motivate participants and open dialogues; workshops to help women overcome the barriers and support them in the set-up and growth of their businesses; aspirational training and networking to help women develop ambition to ensure they sustain and grow their businesses; online community sharing information, advice and knowledge with opportunity for peer support; and working with employers to provide an easy entry point into segregated areas of the labour market. The workshop programme includes three day intensive training courses, which provide culturally sensitive pedagogical framework and covers the following topics: Creativity: finding an entry point into technology and other related roles/challenging women to see past the perception that they are creative but not entrepreneurial/examining training methods and for supporting women into

business; Negotiating: exploring differences in the way women and men negotiate and how it affects segregation, pay gaps etc; Funding Strategies, Fundraising & Developing Social Enterprise Potential: aligning action/ business plan with funding required, information on sources of finance and legal structures, devising and implementing fundraising strategies; and exploring social enterprise. Girl Geeks capitalises on informal connections by disseminating and circulating information about other organisation and opportunities for enterprise via Twitter, Facebook, LinkedIn and email lists.

Short and long-term results: In 2010 Girl Geeks hosted eight dinner events with 60 women at each event across Scotland and arranged three Enterprise Workshops in the Girl Geek Scotland series. The following feedback was given by participants at the 3-day training workshop:

- “It’s great to spend time exploring business ideas and business development– in a male dominated sector it is vital to have space and time to explore the role of women and explore women’s potential”;
- “People (mostly men) think that you are using gender as an excuse not to climb a career ladder or grow a business – in this environment people know the real reasons for that.”
- “I left my job as I felt marginalised as a woman in a male dominated company and profession – takes a lot to come back from that fully, but with this kind of opportunity (Training and Networking), can make you stronger”

Impact: Girl Geek Scotland is in its infancy, but feedback indicates that the project is making significant progress in supporting women to access and sustain employment and in some cases enterprise. Work with companies and company sponsorship highlights Girl Geeks success in relation to supporting recruitment of women and retention.

Innovative aspects: The pioneering element is providing women with culturally sensitive material in a culturally sensitive forum using culturally sensitive methods. Girl Geeks events offer a different networking dynamic from many other groups enabling women to build meaningful connections. Girl Geek Scotland brings together technology, design, enterprise and creativity. Speakers are representatives of the corporate sector, political activists, fine artists, HR specialists, academics and more. The rationale for this is that many women working in the technical sector have not come to it via the traditional route i.e. a degree in technology.

Key Success Factors: Girl Geeks have invested in developing strong and purposeful working links and partnerships with academia and business.

Obstacles: Girl Geeks is largely run by volunteers and on a shoestring budget without a formal structure or resources to implement more strategic objectives. It is a challenge to evidence the need and demand for the opportunities provided by Girl Geeks.

Transferability: The model and approach is clearly transferable and similar groups already exist in several member states.

Potential for mainstreaming in Regional Operational Programmes: Girl Geeks aims, objectives and approaches could be mainstreamed into ROPs in order to contribute to tackling occupational segregation and promoting entrepreneurship.

3.12 Close the Gap

Region: South Western Scotland, Scotland, UK

Managing organisation: Close the Gap

Contact

Close the Gap
333 Woodlands Road
Glasgow, G3 6NG

Telephone + 441413378110
<http://www.closesthegap.org.uk/>

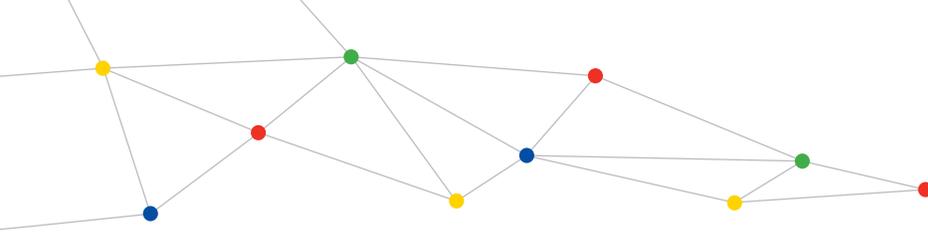
Project duration: September 2001 – ongoing

Funding: Scottish Government €226,125 per annum.

Key themes: The key themes are occupational segregation and the gender pay gap. Close the Gap is a partnership initiative that works in Scotland, with those who can influence the gender pay gap and those who are affected by it. The project works strategically with employers, employer representative bodies, sectoral bodies, policy makers, trade unions, and equality organisations, to narrow the gender pay gap, reduce occupational segregation, and increase flexible working opportunities.

Framework: Close the Gap is implemented in line with UK Single Equality Duty contained within the UK Equality Act (2010); Scottish Government Economic Strategy; Scottish Government's Gender Equality Scheme 2008-2011; Scottish Ministers' priorities for action, under the obligations of the gender equality duty on them. (Ministers currently have two priorities: violence against women, and occupational segregation.)

Partners involved: Close the Gap's own partners are key actors in the delivery of the project. They are Scottish Government, Scottish Enterprise, Highlands and Islands Enterprise, Skills Development Scotland, Equality and Human Rights Commission, and Scottish Trades Union Congress. Other partners include for example: Scotland's Colleges, Universities Scotland, Financial Services, Scottish Financial Enterprise, Visit Scotland, Glasgow Caledonian University, Construction Forum, European Management Assistants Network, Scottish Trade Unions Congress's Women's Committee.



Close the Gap works in Scotland, with those who can influence the gender pay and those who are affected by it. The project works strategically with employers, employer representative bodies, sectoral bodies, policy makers, trade unions, and equality organisations, to narrow the gender pay gap, reduce occupational segregation, and increase flexible working opportunities.

Objectives: During the period 2008-11 the objectives are as follows: Improve, in general, awareness amongst employers and employees about the gender pay gap in Scotland and its various causes; Improve employers' understanding about the business benefits of taking action to address the pay gap; Increase employers' activity – and capacity – to address the gap and its causes; and Compliance by public sector organisations with the specific duty in the Gender Equality Duty in Scotland to publish, regularly review and report on equal pay statements. Ideally a reduction in the gender pay gap in Scotland, as evidenced by the Annual Survey of Hours and Earnings – but recognising that the causes of the pay gap are varied and often out with the project's sphere of influence.

The priority areas for action are as follows: large private sector organisations, with a specific focus on sectors in the Government Economic Strategy: energy (with a focus on renewables), bio-science, financial services, and tourism; public sector organisations, specifically those in the further and higher education sectors; work with trade unions;

and strategic work around influencing labour market and skills policy.

Beneficiaries: The project's beneficiaries are diverse, but fall into several key groups:

Policy makers, to whom Close the Gap provides briefings, reports, and information. The project also participates in a number of strategic groups, including those on skills utilisation and labour market statistics; Sector representative organisations and bodies, including those working strategically in financial services, construction, tourism, life sciences, and health; Individual employing organisations, from the private and public sector; Experts: Individual policy, human resources, and equalities practitioners; Trade unions, and trade union activist; Academics and researchers. The project has also been consulted by international actors on pay equality, as part of inquiry processes within other states. The value to the project, and to its beneficiaries of the breadth of Close the Gap's partnership is threefold: It signals the importance of the pay gap to a wide range of actors, and that the pay gap is bad for women, for business, and for Scotland's economy; It ensures Close the Gap is seen as an honest broker by both business and organised labour, as partners include bodies that have different perspectives and spheres of influence around labour market policy; and it provides information and links to the project staff around a whole variety of labour market related contexts.

Activities: Close the Gap follows a development process, as below. It should be noted that these processes are iterative, and that each cycle of the process will support organisations to tackle pay inequalities in an increasingly sophisticated way. These steps apply whether the scope of the engagement is at business level, occupational sector level, or labour market level. 1) Identify, from existing research and policy contexts, the key issues around women's labour market participation; 2) Identify, from engagement with relevant

stakeholders (e.g. HR functions within a business; policy owners at labour market level), what the key issues around women's labour market participation are perceived to be, what levers are within range of the key actors, and what the political will is for action; 3) Develop proposals for action, and discuss these with stakeholders (e.g. guidance, capacity building methodologies, investigation by Close the Gap into practice within an individual workplace, gender impact assessment of existing policies); 4) Deliver activity; and 5) Evaluate activity and put in place methods for tracking outcomes. A significant challenge for Close the Gap in delivering is that working at individual company level, or even occupational sector level, can identify unlawful pay inequalities, which have financial liabilities attached.

Short and long-term results: Some of the direct results of Close the Gap include: An Economics of Occupational Segregation course delivered to 50 employers and trade union representatives, in small groups, from further and higher education, local government, National Health Service, and private sector organisations; mapping research commissioned and delivered, to identify activity on occupational segregation conducted by Scotland-based trade unions.

Strategic contributions include: briefings written on occupational segregation within the context of the Scottish labour market; work with different companies to deliver equal pay review training, implement pay review, and provide quality assurance; evaluate pay review, and support to deliver initiatives to address pay inequalities; participation in the Scottish Government Cross-Directorate Working Group on occupational segregation informs the developing strategy on occupational segregation; participation in a Key Policies Group, to develop the implementation of European funded projects' cross-cutting theme of equal opportunities; participation in the Equality Network facilitated environmental scanning group that produced a paper on the future of

equalities activity in Scotland; and respond to Scottish Government consultation events and papers around the single equality duty.

Innovative aspects: There is no other organisation in the UK which works as Close the Gap does, with all of the actors who can influence the pay gap as well as those who are affected by it. There are a number of areas where Close the Gap's contribution in terms of products to work around women's labour market participation has been unique: e.g. developed a pioneering job evaluation toolkit for SMEs acknowledged at European level, training for policy makers on the economics of occupational segregation, toolkit, and training materials, on gender impact assessment developed specifically for trade unions. The innovation of the project principally rests with its transference of learning from work at micro level to strategic influencing work. The practical experience of supporting employers to negotiate the real-world challenges of tackling the causes of the pay gap makes our policy and strategic interventions more robust and more relevant to the contexts for which they are developed.

Key success factors: Increasing the understanding of employers of the business case for equal pay, and building capacity to address pay gaps in their organisations, including facilitating a number of equal pay reviews and programmes of change to address women's progression and occupational segregation. Producing a range of context-specific guidance, papers and materials to support employers and sector representative bodies to set policy in a way that narrows the gender pay gap within their scope. Influencing Government and other policy processes.

Obstacles: Engaging SMEs, for whom the business case for action on equality is the least robust; evidencing the business case on a microeconomic level, for which very little data exists outside case studies; and developing a policy line that meets the needs of all partners.

Transferability: The possibility for transferring the model of Close the Gap to other EU member states is very high. Close the Gap has already been emulated within a UK context, by a project in Wales. All of Close the Gap's materials are available to be shared and developed with other member states. Some are specific to the UK legal context, but UK law is underpinned by European Community law, so there is much that could be transferred.

Potential for mainstreaming in Regional Operational Programmes: Resources can be allocated in ROPs for introducing Close the Gap activities in other European regions.



4. INNOVATION AND ORGANISATIONAL DEVELOPMENT

In order to challenge and change prevalent gendered structures in innovation policies, suggested measures must be able to reach beyond the distinction between “men” and “women” and provide the grounds for an equal esteem of different industrial sectors, irrespective of their gender distribution.

4. INNOVATION AND ORGANISATIONAL DEVELOPMENT

Over the last twenty years, innovation has become an increasingly common subject of political action in Europe and worldwide. The very existence of policies encouraging innovation has to do with the widespread understanding that development and dissemination of innovations will transform the economy to become more dynamic and knowledge-based. This vision characterises the new EU strategy “Europe 2020” and its flagship initiative “Innovation Union”. Within the EU, innovation is defined as new or improved products, processes and services.

One of the tools which the member states have pledged to use in order to encourage innovation is “innovation systems”. These systems consist of actors from different societal sectors, interacting in ways that lead to the development of new, relevant knowledge and to the transformation of this knowledge into innovations useful to society. In this context, innovation is thereby considered to be dependent on a system of institutional and cultural contexts. Another tool used in the policy to encourage a systematic approach in industry is “clusters”. Such formations include groups of businesses located within the same geographical area who exchange knowledge, personnel, goods and services. They all share a common focus area, specific to the current location. Clusters thus straddle the borders between different industries (Nuur, 2005, Uhlin, 2005, Lavén, 2008, Danilda & Thorslund, 2011).

Gender has been advocated as an interesting aspect of innovation within a number of research fields, including: Feminist Science and Technology Studies, Political Science, Business Economics and Human Geography (cf. Hacker, 1989, Bacchi, 1999, Blake & Hanson, 2005, Pettersson, 2007, Danilda & Thorslund, 2011). These studies have highlighted how the dominating image of innovation and innovators builds on stereotypical notions of gender, promoting men and masculinity as the norm. According to Nyberg (2009), this gender imbalance

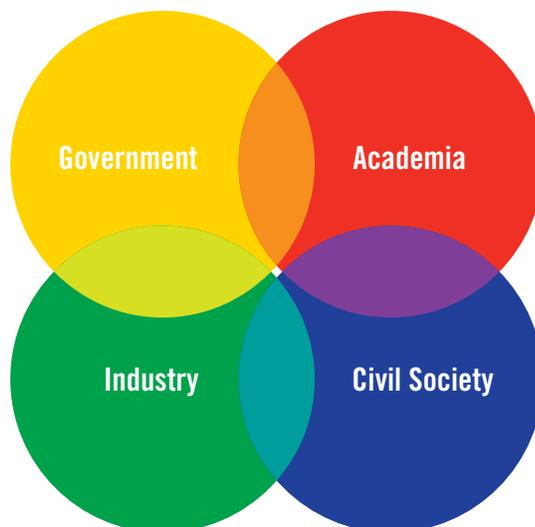
leaves innovative opportunities unexploited, thus hampering political prospects for continuous economic growth.

In order to make better use of these innovative opportunities, Ghaye & Gunnarsson (2009) suggest the creation of ‘cultures of appreciation’, which enhance innovative processes within organisations by encouraging the employees to use their positive experiences to generate new ideas. Such cultures effectively address gender issues, since the positive and creative sides of the organisation and the employees are accentuated, reaching beyond hampering gender stereotypes. According to Blake & Hanson (2005, p 681), gender stereotypes in innovation policy and innovation systems can be challenged by acknowledging that innovative activities occur also “in economic sectors and by actors which are typically ignored or undervalued by current research and by policy”. In addition, a broader view on innovation has been suggested, embracing innovations in hi-tech industries and manufacturing as well as service innovation, social innovation and organisational innovations (Danilda & Granat Thorslund, 2011).

Specifically, innovation policy is a growing area of interest in gender research. Some pioneering work has been performed in Britain and the United States by researchers including Blake & Hanson (2005), in Norway by those such as Foss & Henry (2010) and Kvidal & Ljunggren (2010) and in Sweden by Balkmar & Nyberg (2006), Pettersson (2007), Fürst Hörte (2009), Andersson et al (2009), Forsberg & Lindgren (2010), Lindberg (2010), Danilda & Granat Thorslund (2011), among others. The conclusions uniting these studies are threefold. Firstly, public investments in innovation systems and clusters focus primarily on male-dominated sectors of the economy and men as actors. Secondly, innovation and innovation systems are usually described with reference to mechanical machines and technical products rather than human relationships and services

The Quadruple Helix Central Baltic project

Model designed by Head Researcher in WINNET 8 Malin Lindberg.



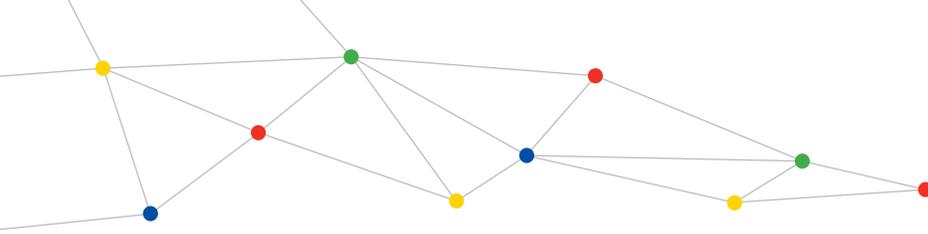
and so can be interpreted as having masculine traits. Finally, the prospects of engendering creativity and innovative processes by public investments are hampered by gendered stereotypes.

Fürst Hörte (2009) discerns two levels of gender aspects in innovation policy: gendered structures in innovation policy programmes and gendered structures within innovation systems being promoted by such programmes. Pettersson's (2008) research clarifies that gendered divisions in innovation policies are seldom elaborated in national policy programmes. Pettersson & Saarinen (2004) states the same for innovation systems and clusters being promoted by such programmes. In order to address both these levels, Lindberg (2010) and Danilda & Granat Thorslund (2011) suggest a dual strategy of promoting a gender perspective in already prioritised innovation systems at the same time as promoting innovation systems within industries employing many women.

Non-normative thinking strengthen innovation milieus

Danilda & Granat Thorslund (2011) underline that non-normative thinking might strengthen

innovation milieus, allowing them to see beyond gendered stereotypes. This is also confirmed by Andersson et al (2009). Within innovation policy programmes, Lindberg (2010) emphasises the importance of broadening the spectrum of actors, areas in general and prioritised. This suggestion is motivated by her 2002-2007 survey of prioritisation within Swedish innovation policies and the regional growth policies of different clusters and innovation systems. The results exposed that, in 80% of the cases, manufacturing and hi-tech industries were prioritised; both of them industries dominated by men. In a fifth of cases, the service, tourist and creative industries were prioritised. Once again, Friberg's (1993) conclusion that public funding of regional development is primarily benefiting men (as a group) was confirmed. In order to challenge and change prevalent gendered structures in innovation policies, suggested measures must be able to reach beyond the distinction between "men" and "women" and provide the grounds for an equal esteem of different industrial sectors, irrespective of their gender distribution (Lindberg 2009).



Challenging gendered stereotypes within clusters and innovation systems by highlighting how gender is “done” in the organisations on structural, symbolic, relational and individual levels. Thus strengthening innovation capacity by integrating a gender perspective into organisational development and the development of new products and services.

Such a measure has been tested by one of the good practice case-studies in this handbook, “The Raise” (practice 4.1), originating from a bottom-up initiative (cf. Matland 1995) taken by Swedish researchers and participants in the project. In the project, four regional networks came to challenge restrictive assumptions within Sweden’s innovation policy, by widening the narrow range of actors and areas considered as relevant to public policy programmes. Specifically, they acknowledged innovation systems based on women’s entrepreneurship and innovations, which had up till then been marginalised in public promotion of innovation systems and clusters. Furthermore, the good practice example “Fiber Optic Valley” (practice 4.2) has challenged gendered stereotypes within clusters and innovation systems by highlighting how gender is “done” in the organisations on a structural, symbolic, relational and individual level. Both the disposition of personnel and the innovative processes of the organisations have been addressed, in the sense of widening the scope of potential design, producers and consumers.

Both Swedish practices highlight the possibility of doing gender differently in public innovation policy, since they reach beyond segregating, hierarchical gender

constructions. They do this by including women and industrial groups that employ a lot of women in the same framework of policy measures which have so far prioritised men and industries dominated by men. This effect can be related to Pettersson’s (2008) conclusion that gender mainstreaming in innovation policies requires a transformed perspective on economic development, increased reflection on which actors are seen as assets and clarity in terms of which sectors of the economy are seen as “strong” or useful in innovation policies and innovation systems. A gender-equal perspective on the economy and innovation processes would mean including “everybody”, both women and men, as assets in promoting innovation. Pettersson claims that such a transformed perspective harmonises with Rees’ (2005) definition of gender mainstreaming and states that a gender perspective should be integrated into: ways of seeing and doing; systems and structures; all policies processes and procedures; the organisation and its culture.

4.1 The Raise – Women’s Initiative for Innovation Systems

Regions: Norrbotten & Västerbotten in North Sweden; Västmanland, & Södermanland in East Mid-Sweden, Sweden

Managing organisation: Luleå University of Technology

Contact

Department of Business Administration,
Technology and Social Sciences
Human Work Science
Gender and Innovation
Luleå University of Technology
98187 Luleå, SWEDEN
<http://www.ltu.se/research/subjects/Genus-och-innovation/Om-Genus-och-Innovation?l=en>

Project duration: September 2005 – August 2007

Funding: Total budget €430000. Contribution from the European Regional Development Fund (ERDF) €85000 National funding from the Swedish Governmental Agency for Innovation Systems and the Swedish Agency for Economic and Regional Growth.

Key themes: To map and challenge the gender segregation and hierarchy within innovation policy and regional growth policy. The questions raised were: what examples do we have which promote women's entrepreneurship and women's organisation of innovation systems?; how are endeavours to promote women's entrepreneurship and women's organisation of innovation systems organised?; how are these endeavours related to public efforts to promote innovation systems and clusters?; and how can a gender perspective open possibilities for a more inclusive innovation policy and regional growth policy?

Partners involved: Luleå University of Technology and Mälardalen University and four regional networks/Women Resource Centres (WRCs) promoting women's entrepreneurship and innovation.

Objectives: The overall aim was to map and challenge gender segregation and hierarchy within innovation policy and regional growth policy. Specifically, the project aimed to widen the spectrum of actors and areas that are deemed as important in public promotion of innovation systems, triple helix constellations and clusters: and increase the knowledge about innovation systems, triple helix constellations and clusters based on women's entrepreneurship and innovation.

Beneficiaries: The networks/WRCs taking part in the project; regional and national authorities within regional growth policy and innovation policy; and researchers studying innovation policy, innovation systems, clusters and triple helix constellations.

Activities: The project included studies of endeavours to promote women's

entrepreneurship and innovation. Specifically, this was related to public programmes for innovation and regional growth and experiences from companies, networks, WRCs, NGOs and rural development groups run by women in the counties of Norrbotten, Västerbotten, Västmanland, and Södermanland in Sweden. Dialogue seminars were arranged with each of the four regional networks/WRCs three times during the project period. The idea of dialogue seminars was to create a "free space" where the participant's could develop ideas and discuss matters that they have not been encouraged to examine elsewhere. Dissemination seminars were also arranged with target groups such as regional and national authorities and WRCs.

Short and long-term results: Increased self confidence among the network participants to refer to their organisations in terms of clusters and innovation systems. Increased awareness of the gender equality benefits of widening the scope of actors and areas in public promotion of innovation systems, triple helix constellations and clusters. The establishment of a research area on gender in innovation policy and innovation systems.

Impact: Increased diversity in actors and areas represented in public promotion of innovation systems, triple helix constellations and clusters. Many actors, both public and private – refer to the studies made in the project in order to motivate their own efforts to map and promote clusters and innovation systems based on women's entrepreneurship and innovation.

Innovative aspects: Development of a method for mapping and analysing clusters and innovation systems, and the public promotion of these, from a gender perspective.

Key success factors: Research based development of knowledge about gender in innovation policy, innovation systems and clusters. Participatory research design, involving the stakeholders in the development of new knowledge.

Obstacles: The main obstacle was challenging the male norm of innovation policy where some industries and actors are regarded as more important than others.

Transferability: The project design, methods and results could be transferred to other geographical contexts. Specifically, the surveys of innovation system and clusters in industries employing mostly women (e.g. creative and cultural industries, service industries). Also, the focus on resource allocation among different sectors within innovation policy programmes could be applied elsewhere. Generally the approach of analysing policy programmes from a “doing gender” perspective could be adopted in other contexts.

Potential for mainstreaming in Regional Operational Programmes: The results and actions could be mainstreamed into ROPs in order to break the gender segregation and hierarchy in public promotion of innovation systems, triple helix constellations and clusters.

4.2 Fiber Optic Valley Gender

Region: North Mid-Sweden. Sweden

Managing organisation: Fiber Optic Valley

Contact

Fiber Optic Valley
Stationsgatan 7
SE-824 43 Hudiksvall, SWEDEN
Telephone: +46650556618
www.forandringpagar.se

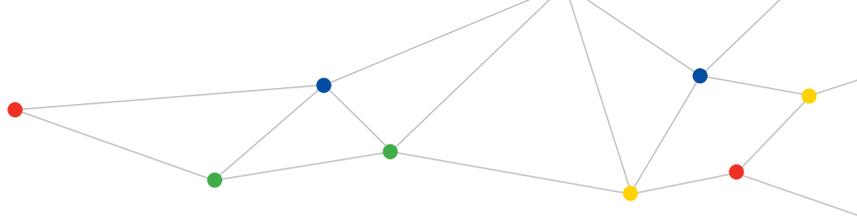
Project duration: Ongoing

Funding: Total budget 2005-2011 €244196. Contribution from European Social Fund (ESF) 25%. National funding from the Swedish Governmental Agency for Innovation Systems (VINNOVA) and the Swedish Agency for Economic and Regional Growth.

Key themes: Gender perspective in innovation processes and cluster development. Fiber Optic Valley (FOV) – <http://fiberopticvalley.com> – is a cluster and an organisation working to position Sweden as a world leader in the development of products and services based on fibre optics. The social constructions of gender are inhibiting structures in cluster development and therefore FOV Gender works on organisational level to bring about change. In the first phase FOV Gender (2005-2008) focussed specifically on middle managers and how their actions enable or limit changes in relation to gender equality within their organisations.

Framework: VINNOVA provided funding for FOV Gender within the framework of a national programme called “Applied Gender Research for Strong Research and Innovation Milieus” – a R&D programme at the intersection of practical gender equality work and gender research. The theories applied have their origins in a “doing gender” perspective and the practice as such in prior actions initiated by the regional resource centre for women. Another project supported by this programme, also located in North Mid-Sweden, is “Triple Steelix Gender”, aiming at desegregation and gender equality in an innovation system connected to the steel industry. FOV Gender is developed in collaboration with VINNOVA’s programme for Regional Growth through Dynamic Innovation Systems and the Swedish Agency for Economic and Regional Growth’s Regional Cluster Programme.

Partners involved: The processes are implemented in close collaboration between action-oriented gender researchers, process leaders and member organisations of FOV representing all actors in the Triple Helix i.e. the public sector, the business enterprise sector and academia. In the first phase the involved organisations signed an agreement stating that they would actively participate with both time and resources in a research and development programme. Each organisation



selected middle managers to participate, actively contribute to change processes and exchange knowledge at joint network meetings. The managers also played the role of co-researchers.

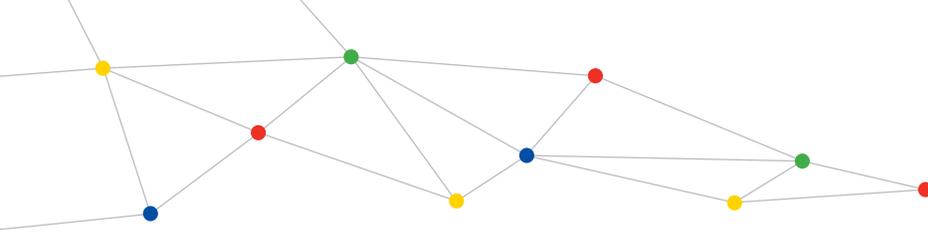
Objectives: The objectives are to increase research-based gender competences and achieve more gender-conscious organisations, clusters and innovation systems. Furthermore, to strengthen innovation capacity by integrating a gender perspective into organisational development and the development of new products and services.

Beneficiaries: The main beneficiaries are the participating member organisations of FOV and the middle managers. FOV Gender also targets representatives for other clusters, policy makers and researchers.

Activities: The method applied is based on action learning, dialogue, reflection and collective learning where researchers and practitioners learn from each other. In the first phase the middle managers, in groups of 12-14 persons, completed a two year tailor-made leadership and development programme based on a model covering needs analysis of their respective organisations. This included elaboration of action programmes with measurable targets to be implemented in policies/ business plans and communicated to the staff; follow-up and evaluation of results; and networking to stimulate knowledge exchange between managers and between managers and researchers. Regular network meetings were combined with gender coaching, literature studies, time for reflections and tailored lectures. The managers made observations and conducted interviews and surveys analysing internal horizontal and vertical segregation, interactions and patterns of communication, symbols and perceptions and assumptions of how women and men should act. Acting as a gender coach, the researcher observed the managers in their respective work environments and reflected

with them on situations arising in their daily work. The change agents, i.e. the middle managers and senior managers, were also offered tailor-made training in innovative leadership. This training provided a theoretical understanding of how the lack of a gender perspective affects results and limits profitability.

Short and long-term results: In total 15 organisations, approximately 90 managers and approximately 250 employees participated in different knowledge-improving change activities during the first phase. As a result the managers involved increased their capacity to lead a change process and the increased gender consciousness contributed to new internal structures. Gender equality was put on the agenda as an important part of business planning. 50% of the participating organisations developed new strategies for recruitment and all of them updated their equal opportunities policies. The Network has advanced to the next stage, with managers participating in a "learning community", with 25-30 persons from different organisations, to broaden and deepen their efforts. A new development programme for clusters and innovation systems has been launched based on the results from FOV Gender. Several clusters from different industries in Sweden are engaged in this programme and one Norwegian centre of expertise. In 2010 FOV Gender was selected as one of the good practices to be presented in a book on Innovation & Gender published by Swedish and Norwegian agencies (Danilda & Granat Thorslund, 2011).



The collective bargaining processes were not influenced by a gender perspective and the strategy of the project was to rewrite the “social contract” currently in use.

Impact: FOV Gender has impacted working groups and teams in a number of ways. For example, more equal delegation of tasks and projects and in terms of who is allowed to speak at meetings as well as less stereotyped expectations on colleagues. The participating organisations have experienced a number of advantages such as increased potential of becoming an attractive employer; increased potential for utilisation of all the competences in the workforce; development of organisations and leadership in light of a gender perspective; and creation of innovative environments. There has been a general increase in levels of knowledge within Sweden in terms of implementation of active change management in cluster organisations and new programmes have been launched focusing on innovation and gender. FOV Gender, Triple Steelix, the Raise (see practice 4.1) and other good practices have contributed to some acknowledgements of gender equality as a growth issue from being a non-issue in cluster promotion. Several scientific articles have been published with links to FOV Gender.

Innovative aspects: The approach to working with action learning in networks of managers and leaders and within clusters to create gender-conscious innovation systems, is unique. Research results show that conscious managers, through their position of power, can shape equal conditions for women and men within their organisations. The working model, emerging from a research and development project, has been labelled a service innovation and has been offered to clusters and innovation systems in Sweden and in other countries.

Key success factors: The close collaboration between process leaders, gender researchers and practitioners. Networking as a method for knowledge exchange was also appreciated by the participating middle managers. Organisations involved represented Triple Helix, which stimulated knowledge development and collaboration between actors from different spheres.

Obstacles: In some cases the management was positive to changes only “on paper” and not in practice. This manifested itself in lack of time, resources and mandates for change management. Another obstacle was the difficulties in measuring the direct effects of the interventions in the involved organisations.

Transferability: The transferability has been investigated through interviews with representatives from and analysis of other Swedish clusters. These analyses have been documented in a pilot study by Däldehög and Svensson (2010). In this study the authors made the conclusion that it is possible to transfer the model with necessary adaptations taking into consideration different contexts. Furthermore cluster managers and process leaders need new knowledge and support to implement the model. Through a new development programme interested actors will have the opportunity to learn more about how they can initiate similar change processes within their cluster. A major obstacle for replicating the practice elsewhere is the lack of process leaders with knowledge about gender and innovation as well as extensive experience of change processes.

Potential for mainstreaming in Regional Operational Programmes: Research results from FOV Gender can be used as an input for ROPs as well as territorial cooperation programmes. Resources allocated for implementation of the model and for action-oriented gender research in cluster and innovation systems.

4.3 Rewritten Social Contract

Region: Friuli-Venezia Giulia, North East Italy

Managing organisation: Cooperativa Cramars Scarl

Contact

COOPERATIVA CRAMARS
via della Cooperativa 11/n –
33028 Tolmezzo (Friuli-Venezia Giulia), ITALY
www.coopcramars.it/

Project duration: July 2005 – July 2008

Funding: Total budget €953.808 Contribution from European Social Fund (ESF) Equal programme 50% and 50% from Italian funds.

Key themes: The collective bargaining process is not influenced by a gender perspective and the strategy of the project was to rewrite the “social contract” currently in use. Encourage a gender perspective within SMEs and local authorities, including development of management strategies, which incorporate gender equality. It also focuses on improving employment opportunities and career development for women.

Partners involved: The partners involved were FORSER Formazione e servizi per gli enti locali nel Friuli Venezia Giulia (training agency); I.A.L. Friuli Venezia Giulia – agenzia formativa (training agency); IRES Istituto di ricerche economiche e sociali del Friuli Venezia Giulia (research institute); Provincia di Gorizia (province); Provincia di Udine (province) and Per l'impresa sociale – consorzio cooperativa sociale – s.c.r.l. – onlus (social cooperative)

All partners were actively involved in planning and implementation of the activities arranged, assuring the achievement of the objectives. Regular meetings and frequent contact among partners facilitated definition of methodologies for intervention and monitoring of progress. Rewritten Social Contract

Public investments in innovation systems and clusters focus primarily on male-dominated sectors of the economy and men as actors.

was divided into three steps: 1) Sensitisation, 2) Experimentation and 3) Training, which allowed each partner a specific role, harnessing strengths and specific competences.

Objectives: The main objective was to disseminate a gender approach and culture in private enterprises, social enterprises and public administration. More specifically, the objectives were to select a training approach to tackle gender stereotypes in the trade union; experiment and disseminate, at a national level, survey tools for analysis and monitoring of the gender mainstreaming principles; create professional coordination roles in the gender mainstreaming process such as: “Gender Mainstreaming Expert” and the trade unionist “Head of Gender oriented Contract bargaining”; promote gender mainstreaming in trade union contract bargaining; open front office facilities for equal opportunities; and spread information on services and opportunities for reconciliation to promote a gender friendly image of the trade union.

Beneficiaries: Human Resource Managers were the intermediate beneficiaries, increasing their capacities in gender diversity management. The final beneficiaries were unemployed and employed women benefitting from increased availability of family-friendly services and opportunities for professional development. Rewritten Social Contract targeted SMEs and public administration.

Activities: The project was divided into the following phases:

Phase 1: Awareness raising encompassing 13 gender studies events and information seminars.

Phase 2: Rewritten Social Contract encompassing formal joining/subscription to Ess.Er.Ci and workshops/training to highlight and address discrimination issues.

Phase 3: Experimentation and practical testing. The gender workshop resulted in a Best Practice Handbook with the following themes: Working & Success reinforcing the value of women's presence in private medium/larger enterprises decision making. The workshops involved women managers to empower them and enterprises to experiment in gender diversity management as well as counsellors, mentors and facilitators. Workshops also included: Family & Gender and Working: facilitating women working through new bargaining models and local governance involvement; Working & Career: developing careers in Public Administration and allowing a major role for women in management as well as the fulfillment of positive actions; Power & Active Life: to promote active citizenship among women; Power & Diversity: highlighting the value of diversity in the process of creation and monitoring of regional plans for Equal Opportunities; and Family Friendly Services: test of private (not for profit companies) home services in an urban setting;

Phase 4: Training encompassing paths and courses that addressed gender democracy; and

Phase 5: Dissemination events and the creation of a project website

Short and long-term results: Improved skills in the field of gender diversity management among HR Managers. Inclusion of a gender perspective in practice through changes of structures (mainstreaming)

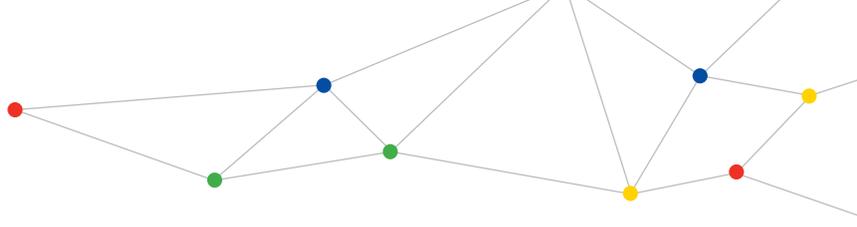
activated by stakeholders and politicians. Improved service offers in terms of availability of flexible services that support the active participation of women and their professional development. Increased presence of women in social and political decision making arenas.

Key success factors: Strength and diversity of experience within the partnership; the clear sense of direction and playing to the skills and expertise of each actor. The partners involved collaborated in the planning and implementation of the project, which facilitated the agreement on objectives and to reach a common understanding.

Obstacles: Difficulties in engaging private companies in experimenting and developing services which help women reconcile their responsibilities and concerns.

Transferability: Some transfer has already occurred through transnational activities facilitated by the publication of guides of best practice. A complete handbook is available as well as the final project report that includes an overview of all the work done, highlighting strengths and weaknesses, the best practices developed, surveys and research reports as well as the final evaluation of all the activities undertaken.

Potential for mainstreaming in Regional Operational Programmes: The framework elaborated in the project could be integrated in ROPs and selected actions supported.



4.4 Positive Actions for Equal Opportunities in Enterprises

Region: Western Macedonia, Greece

Managing organisation: ANKO S.A
(Regional Development Company of Western Macedonia)

Contact

CENTRE “ERGANI”
1 Karavageli Str,
56625 Sykies Thessaloniki, GREECE
Telephone: +302310621166
www.ergani.gr

Project duration: May 2007 –
September 2008

Funding: Total budget €57687,50
Contribution from European Social Fund (ESF)
75% and the Greek state 25%

Key themes: Counteract occupational segregation, promote women in leadership positions and transform the quality of women's lives by providing access to education, training and high quality employment.

Framework: The project was carried out within the ESF Operational Program “Employment and Vocational Training 2000-2006”, measure 5.1 of the 3rd Community Support Framework

Partners involved: ANKO S.A cooperated with Ergani Centre for counselling services. Ergani supports women who want to enter or re-enter the labour market; improve their working position; create or develop their own business; start up a cooperative or improve an existing one and/or familiarise themselves with modern technology. Ergani cooperated with qualified personnel (e.g. sociologists, psychologists, social workers, lawyers) to deliver the services.

Beneficiaries: Women employees in ANKO S.A working in senior positions.

Objectives: The main objectives were to promote gender equality, women's equal participation in high positions and career advancement of women in the hierarchical pyramid of companies.

Activities: Development of standards for Social Responsibility: strengthening the company to develop and implement a strategy that takes into consideration the current demand for Corporate Social Responsibility (CSR). The purpose was to comply with the relevant legislation and requirements, giving emphasis on gender equality. Information and sensibility actions: these actions aimed at providing internal information and encouraging the raising of awareness of both the male and female employees within the company. Furthermore, facilitating smooth collaboration in terms of the proposed equality actions, including sensitising men to accept such actions and not feel threatened. Consulting and mentoring services: the consultative process was necessary to improve the leadership skills among the women, their work-life balance and to empower them. This process had four steps: 1) Design of individual action plans; 2) Self-awareness, empowerment and encouragement; 3) Legal counselling or psychosocial support for women with specific issues, and 4) Counselling services to help women overcome problems and realise their career development potential. 20 women accessed the services.

Training programmes: Professional training programmes focussed on “Management” (14 women participated) and “Financial Management” (12 women) were arranged. Teleworking: The company began a pilot implementation of teleworking for 6 women employees.

The project dealt with promotion of gender equality through Social Responsibility activities. Through all actions, and especially the counselling services for individuals and teams, the project took into account the needs of different beneficiaries. Individual sessions covered personal needs and group sessions allowed interaction among members of the team, identifying common issues and sharing experiences.

Short and long-term results: The programme enabled women workers to better reconcile work and family life and assisted them to get up-to-date with the opportunities offered by new technologies. Furthermore it offered women greater flexibility in regard to the timing and structure of work and improved the relationships between women and men at the company.

Impact: The programme opened up discussion around gender equality issues within the workplace.

Innovative aspects: The innovation was the combination of different actions; information about CSR standards; awareness raising; mentoring; training programmes; and consultation with a holistic approach.

Key success factors: Development of team cooperation ethos. Men became comfortable with discussions about gender equality issues. Women became more effective in their work thanks to the training and consultations.

Obstacles: Some women were dissatisfied as the counselling services took place during working hours and many could not take part due to their workload.

Transferability: The programme can be implemented in other companies adjusting the actions to the needs of each organisation. This can be easily achieved with the available tools and material tested by experienced counsellors.

Potential for mainstreaming in Regional Operational Programmes: Resources can be allocated in ROPs for measures aimed at promotion of gender equality through CSR activities. The practice can be integrated to give added value to the programme.

5. LEADERSHIP AND ENTREPRENEURSHIP



Despite women being under-represented in leadership positions and still carrying out most of the unpaid domestic work, they represent approximately 30% of all entrepreneurs in Europe.

5. LEADERSHIP AND ENTREPRENEURSHIP

Women are under-represented in leadership positions in Europe; in politics, public sector and business. An overview of women's position in different fields is given in the European Commission (2010) report "More women in senior positions. Key to economic stability and growth". Some of the measures for change discussed in the report (and in the WINNET 8 good practices) are role models, mentoring and networking. Another measure highlighted in the report is gender quotas for boardrooms. The Norwegian boardroom gender quota which came into force in 2006 has attracted a lot of international interest. This legislation applies to publicly traded and public limited companies and compels them to have at least 40% women on their boards.

In recent years, several studies both in Europe and elsewhere have highlighted the connection between women in leadership positions and profitability in enterprises. An extensive study in Finland revealed a positive correlation between women in top positions and profitability in enterprises. The study suggests that enterprises can gain a competitive advantage by eliminating obstacles to women's advancement to top management (Kotiranta, Kovalainen & Rouvinen, 2007). Other studies indicate that a critical mass of 30% women in leadership positions is needed before the advantage of gender diversity can be utilised (London Business School, 2007).

Senior managers often point to insufficient experience as an obstacle to women's advancement, whilst women themselves indicate the main obstacles as being stereotypes, lack of role models and attitudes within organisations (Pesonen, Tienari & Vanhala, 2009). This implies the importance of a double strategy combining opportunities for women to engage in stretch assignments and leading important projects. Also leadership programmes which promote gender balance on recruitment panels for leadership positions, flexible working options and monitoring of all human resource

practices from a gender perspective (London Business School, 2007).

Good practices in this handbook such as "Women into Local Decision Making" (practice 5.1) and "Delfoi Academy" (practice 5.2) from Finland mainly aims at providing women with mentorship, coaching and/or training to reinforce advancement into leadership positions. Other practices such as Fiber Optic Valley Gender (practice 4.2) target management and this, in turn, is expected to enable women to break through the so-called "glass ceiling". Even so, other practices such as "Positive Actions for Equal Opportunities in Enterprises" (practice 4.4) from Greece combine actions targeting women (including mentoring) with actions targeting management (developing standards for Corporate Social Responsibility (CSR) for example). The 2008 European Competitiveness report concluded that CSR impacts on cost structures, human resources, customer perspective, innovation capacity, management of risk and reputation and financial performance (European Commission, 2008). The connection between gender and economic development (ISO, 2010) is also underlined in the new social responsibility guidance, ISO 26000.

Gender gap in entrepreneurship is greatest in high-income countries

Despite women being under-represented in leadership positions and still carrying out most of the unpaid domestic work, they represent approximately 30% of all entrepreneurs in Europe (Eurostat, 2009). According to a report from the Global Entrepreneurship Monitor (GERA, 2008), the gender gap in entrepreneurship is greatest in high-income countries where women can access broader labour markets. In the high-income countries (including some EU member states), men are almost twice as likely as women to be business owners, whilst in low and medium-income countries, there is a narrower gender gap. Nevertheless, in some of the member

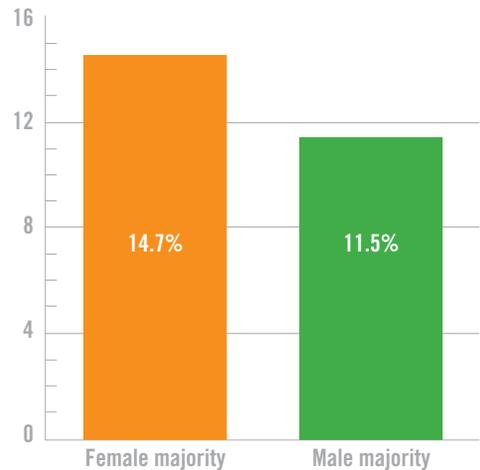
Profitability Differences between Companies Led by Women and Men

(adjusted return on assets; limited liability companies employing at least 10 persons and operating in Finland in 2003). Model originally presented in Kotiranta, Kovalainen & Rouvinen (2007) Female Leadership and Firm Profitability, Helsinki: Finnish Business and Policy Forum, EVA Analysis No 3.

Companies with female CEO's are more profitable on average



Companies with female majority in board (at least half) are more profitable



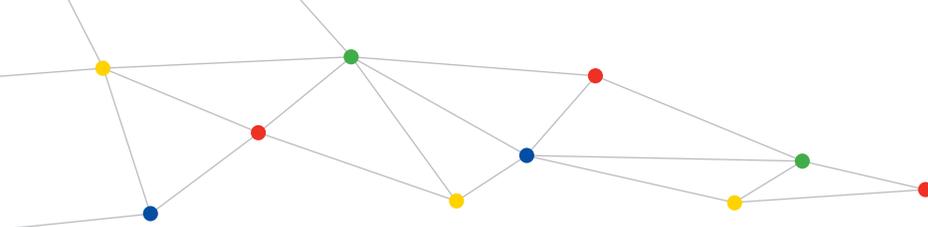
Sources: Statistics Finland, Asiakastiety Oy, Etlatiety Oy and calculations by the authors.

states such as Luxembourg, Portugal and Austria 40% of self-employed people are women.

In low-income countries, women's entrepreneurship is often characterised by necessity-based entrepreneurship and businesses led by men have a higher survival rate. In high-income countries with more opportunity-based entrepreneurship, there are no differences between businesses led by women or men in terms of survival rate. Opportunity-based entrepreneurship refers to women and men who choose to set up businesses taking advantage of an opportunity, whilst necessity-based entrepreneurship refers to businesses set up due to lack of employment options (GERA, 2008).

Promoting women's entrepreneurship is one of the more common measures under the European Regional Development Fund (ERDF); in WINNET 8, it was easy for regional actors to identify practices in this field. The good practices presented in this handbook aim to facilitate access to information and offer business advice, training, micro-credits

and role models for (potential) entrepreneurs. WINNET 8 reflects the same pattern as the activities and practices reported by the European Network to Promote Women's Entrepreneurs (WES). There are still relatively few initiatives in the EU member states aimed at integrating a gender perspective into the mainstream provision of support services for (potential) entrepreneurs and SMEs (WES, 2008). Most of the initiatives still target women, whilst awareness-raising or gender equality training for business advisors seems rare. Some of the practices in this handbook such as "W7 Dalarna" (practice 5.7) from Sweden and "FEM" (practice 2.2), involving actors from member states around the Baltic Sea and Norway also targeted mainstream provision.



Women entrepreneurs are positioned as “the Other”, with entrepreneurship as well as technology and innovation perceived as a male domain. The prefix “women’s” entrepreneurship reinforces this otherness and indicates that men are the norm even though one third of all entrepreneurs in Europe are women. Entrepreneurship research has also reproduced this image by focusing on differences between women and men in business instead of the different labour market conditions for the sexes. Ahl (2002) analysed a number of existing research texts concerning entrepreneurship and found that these often: 1) over-emphasised small differences between women and men, ignoring any similarities; 2) portrayed women entrepreneurs as “unusual” women and/or; 3) positioned women in a feminine model of entrepreneurship without questioning the male norm. Ahl argues that these approaches reproduce the idea of women as weaker and less entrepreneurial despite there being more similarities than differences between women and men as entrepreneurs.

“Differences in turnover, the number of employees, type of company and growth between women and men are examples of variables that often – erroneously and due to ignorance – are attributed to gender. However, they are actually structural and due to women and men’s employment in different industries.” (Swedish Agency for Economic and Regional Growth, 2005 p. 34).

Institutional structures, regional contexts, the horizontal segregation of the labour market, the unequal distribution of care work and gendered stereotypes in society influence women’s business creation. Women are more likely to set up and run a business in the retail and service sectors than in manufacturing. Studies and surveys indicate that “women are more likely to decide whether or not engage into self-employed activities based on the perceived ability to reconcile work and family life, including the protection granted in the event of maternity” (European Commission,

2010 p. 24). To substantially increase opportunity-based entrepreneurship amongst European women a coherent policy approach is needed. Areas which should be borne in mind include: current business legislation; the work/family balance; gender mainstreaming in innovation and business support systems; an increased focus on sectors in which many women are employed and run businesses; investments in gender equality training and gender coaching for business advisors; initiatives to counteract horizontal and vertical segregation (Danilda & Nyrinder, 1999, European Commission, 2008).

5.1 WOMEN INTO LOCAL DECISION MAKING

Region: South Ostrobothnia, West Finland, Mainland Finland

Managing Organisation: ProAgria South Ostrobothnia

Contact

Association of ProAgria Centres/ProAgria
Keskusten Liitto
Urheilutie 6
01300 Vantaa, FINLAND
Telephone: +358207472400
www.proagria.fi

Project duration: January 2009 – May 2011

Funding: Total budget €65000 Contribution from European Agricultural Fund for Rural Development (EAFRD), LEADER 45%, Co-financing from national authorities, local authorities and private funding.

Key theme: Encouraging women to get actively involved in local decision making and networks for policymaking in rural areas.

Partners involved: ProAgria South Ostrobothnia and the Rural Women’s Advisory Centre of South Ostrobothnia planned the project and a local LEADER group provided support for project management. Women in the region were asked in a pre-survey to

express their wishes and these ideas were included in the final project plan.

Objectives: The objectives were to activate women in local decision making; encourage women to promote their own interests and the wellbeing of their villages; educate women in political fields of their interest; support networking among women from the same or neighbouring area and encourage women to utilise the established networks.

Beneficiaries: The beneficiaries were individual women that were encouraged to be self-confident about their own way of doing things in politics.

Activities: 230 women participated in 12 training events reflecting the needs expressed in the pre-survey (e.g. gender equality, verbal and written debate skills, how to be influential by using Internet and social media, transfer of tacit knowledge from experienced actors to new actors, municipal policy making). 300 women participated in mentoring (group mentoring) in which women in politics acted as mentors for women interested in getting involved in local decision making. The mentors shared their own experiences and motivated the mentees to be more active in politics. 109 women participated in four study visits to different events and other regions where the involved women learned more about the importance of networking and decision making.

Short and long-term results: The participating women had the opportunity to develop as individuals within a group and their increased self-confidence had a positive impact in the local areas.

Impact: There are more motivated and enthusiastic, politically active, women involved in regional development work.

Innovative aspects: Group mentoring was a new and innovative approach in the region.

Senior managers often point to insufficient experience as an obstacle to women's advancement, whilst women themselves indicate the main obstacles as being stereotypes, lack of role models and attitudes within organisations.

Key success factors: One of the success factors was the mentoring groups in which women learned the power of a doing things together, learned from each other's experiences and shared knowledge within the groups as well as with other groups.

Obstacles: The long distances in the rural area hindered an active participation to some extent. Even if a pre-survey was carried out to collect feedback about the most interesting and useful themes for women in the area, not all participants found all the lectures useful.

Transferability: Activities can be transferred to other regions but it is advisable to concentrate on one local area to avoid long travel distances.

Potential for mainstreaming in Regional Operational Programmes: The political activation of women could be part of a wider territorial cooperation project focussing on gender equality and regional development in rural areas.

5.2 Delfoi Academy – Women and Leadership

Region: South Ostrobothnia, West Finland, Mainland Finland

Managing organisation: Vocational Adult Education Centre Sedu

Contact

Vocational Adult Education Centre Sedu,
Törnäväntie 26
60200 Seinäjoki, FINLAND
Telephone: +358201245000
www.seduaiukuiskoulutus.fi

Project duration: August 2005 – January 2008

Funding: Total budget €415800. Contribution from European Social Fund (ESF) and national funds €245800. Local funding from municipalities €17000 and private funding €153000.

Key themes: Enhance opportunities for women to achieve management and leadership positions. Implement practices through education that enforce the status of women in working life and support their advanced career development.

Partners involved: There were four key partners implementing the project; one higher education organisation (Helsingin kauppakorkeakoulu Pienyrityskeskus); one vocational adult education centre (Vocational Adult Education Centre Sedu); and two consultancies (Fakta and Fiktio Oy and HAUS kehittämiskeskus Oy). The network created through the project activities involved approximately 200 organisations at the end of the project. These organisations provided mentoring and expertise, hosted study visits and participated in the steering committee.

Objectives: The objectives were to increase the number of women in decision making and higher positions in working life; increase gender equality in working life; develop

management and leadership competences of women in different sectors and organisations; support career planning; and enhance the creation of professional networks.

Beneficiaries: The target group was women aged 24-38, with higher education or other relevant studies, who had not previously worked in management or leadership positions but were interested in advancement in their careers.

Activities: A training programme was organised for two groups of 30 participants in each and the women chose a mentoring organisation, in which they did part of their training. Personal guidance and counselling was provided for each woman and material used in the application process to the programme (an essay: I as a leader) functioned as a point of departure for the personal development of those who were accepted to the training.

Short and long-term results: All of the 60 participants completed the training and in the first training group 36% of the women moved to management positions and 82% of them experienced positive changes in their working life. Also in the second group the results pointed in the same direction. All organisations involved became part of a wide network through the project activities and were able to adopt the practices in their regular activities. Methods and content have been applied in other training activities for women managers and entrepreneurs.

Impact: Through the positive results it is possible to prove that this type of training and approach has a positive impact on the careers of young women and that there is a need for gender specific support to ensure equality in working life. Active dissemination of the project in the media was a tool for making the impact visible.

Innovative aspects: Providing the participants with a mentor-organisation

and a model of training, which helped them to observe and experience different work organisations as well as women in management positions. Connecting people from different sectors, private and public, provided new insights.

Key success factors: Extensive networking between participants, organisations and different regions and the efficient use of an e-learning platform for organising and delivering multiple materials to different stakeholders

Obstacles: The only obstacle was getting the cooperation organised in the initial phase of the project. Keeping the participants informed and supporting them in committing to the development process were issues that were paid special attention in the second training programme.

Transferability: The mentoring model can be used in any sector for passing on the silent (tacit) knowledge and experience. It is possible to transfer the activities to different contexts and target groups.

Potential for mainstreaming in Regional Operational Programmes: Resources can be allocated in ROPs for measures aimed at breaking the vertical segregation on the labour market.

5.3 Ladies Business School

Region: South Ostrobothnia, West Finland, Mainland Finland

Managing organisation: Vocational Adult Education Centre Sedu

Contact

Vocational Adult Education Centre Sedu
Törnäväntie 26
60200 Seinäjoki, FINLAND
Telephone: +358201245000
www.seduaiquiskoulutus.fi

Project duration: August 2003 – January 2004

Funding: Total budget: €46046
Contribution from European Social Fund (ESF) and national funding: €24446. Local funding from municipalities €4600 and private funding €17000.

Key themes: Improve competencies of women managers and entrepreneurs, enhance the ability of enterprises and organisations to meet future challenges, increase the competitiveness of enterprises and reinforce networking between women leaders.

Partners involved: In addition to the managing organisation, various actors participated, such as enterprises and social partners, through involvement in training and study visits.

Objectives: The objectives were to develop the careers of women leaders and to support enterprises and organisations to be proactive in tackling critical changes in their operational environment. Furthermore, the project aimed at improving the wellbeing of women managers, leaders and entrepreneurs, increased competitiveness and the creation of a network for women in leadership positions in the region.

Beneficiaries: The beneficiaries were the women working in family businesses or their own business (14 women) and 6 women that were employees. The participants came from different sectors of industry and services.

Activities: The main activities were a two day training session covering different themes (e.g. business ideas and visions, leadership, management of human resources, ICT tools and e-business); study visits to exhibitions and Brussels; individual guidance provided by the project coordinator; and business consultations.

Short and long-term results: The women developed their businesses and benefitted from new ideas as well as contacts. Some concrete improvements in the companies were the creation of websites and marketing activities.

Impact: The project increased awareness of the need of activities targeting women as entrepreneurs and promoting gender equality.

Innovative aspects: Individual counselling was provided to support personal development as well as consultations for business development.

Key success factors: The participants chosen for the training were active and motivated. Themes varied enough to provide different types of learning experiences.

Obstacles: The participants highlighted the lack of discussion time and some of them received little or no support from their families during the studies, which decreased their motivation.

Transferability: The model and methods are possible to transfer to other contexts.

Potential for mainstreaming in Regional Operational Programmes: Resources can be allocated in ROPs for measures aimed at decreasing the vertical segregation on the labour market, improving the status of women in working life and increasing gender equality.

5.4 Ambassadors for Women's Entrepreneurship

Region: Sweden

Managing organisation: Swedish Agency for Economic and Regional Growth

Contact

Swedish Agency for Economic and Regional Growth
Box 4044
SE-102 61 Stockholm, SWEDEN
Telephone: +4686819100
www.ambassadorer.se

Project duration: Ongoing until 2012

Funding: The programme is financed 100% by the Swedish government and the

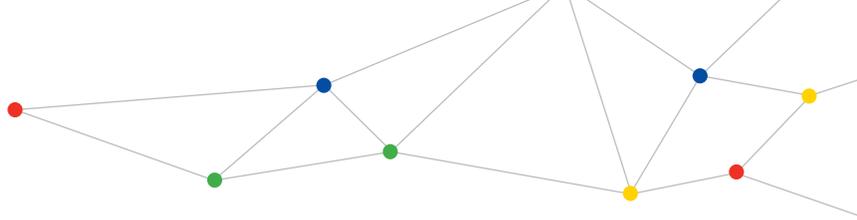
Ambassador's programme receives approximately €215000/year.

Key themes: The programme was initiated by the Minister for Enterprise and Energy, Maud Olofsson, with ambassadors said to be "the Government's ambassadors for women's entrepreneurship". The ambassadors' task is to challenge the perception of an entrepreneur, business owner and/or innovator as a man; make women's entrepreneurship more visible; and inspire others to see business enterprise as a possibility.

Framework: The initiative is carried out within the measure "Attitudes and Role Models, including facts and statistics and ambassadors for women's entrepreneurship" in the National Programme to Promote Women's Entrepreneurship in Sweden. Other measures in the programme are information, business advice and business development; actions regarding transfer of business; entrepreneurship amongst women at universities; and a mentorship programme; as well as development of financing opportunities.

Partners involved: 1600 entrepreneurs were interested in becoming an ambassador and the first 880 women were appointed in March 2008. The Swedish Agency for Economic and Regional Growth is the national coordinator for the programme and was responsible for the selection process according to criteria such as sector, business form and number of employees. Ambassadors' network covers the entire country and the women involved have various backgrounds, ages, experiences and are active in all industries, even though a majority run service companies. This diversity facilitates other women to identify themselves with being an entrepreneur. In every region or county there is a coordinator appointed (21 in total) whose task is to support the ambassadors.

Objectives: The main objective is to provide girls and women with role models



and knowledge about business enterprise, although the programme does not exclude men.

Beneficiaries: The main beneficiaries are pupils at schools and students at colleges and universities but also women that are about to start up their own business. Staff within the educational system are another target group for the ambassadors interventions.

Activities: Each ambassador has agreed to perform four assignments every year and speak at schools, universities, networks, non-profit organisations etc. Every ambassador has a tool box, containing material useful in order to perform an ambassador visit. A digital meeting place for ambassadors – an Embassy – has been created to strengthen the network and facilitate exchanges between the entrepreneurs. Ambassadors organise study visits to their companies, provide job shadowing, arrange training programmes for representatives from authorities, offer business training and employee mentoring, and participate in school education and career counselling. Potential women entrepreneurs have also been offered training, coaching and business advice.

Short and long-term results: During the first three years, the ambassadors have met approximately 82000 people and a majority of the meetings (60%) have been with pupils at schools and/or students at universities. Today there are approximately 920 ambassadors and a European network has been established in which 12 Swedish ambassadors participate.

Impact: The ambassador's programme has contributed to making women's entrepreneurship more visible in local settings and in the media. Furthermore the programme has created new arenas for networking among entrepreneurs both locally, nationally and in Europe.

There are still relatively few initiatives in the EU member states aimed at integrating a gender perspective into the mainstream provision of support services for (potential) entrepreneurs and SMEs.

Innovative aspects: Similar initiatives have been implemented before at local levels but not at national level in Sweden, with infrastructures and support from regional co-ordinators.

Key success factors: The main success factor is that all ambassadors are working within their own networks and are dedicated to their task. Support from the government and joint forums are other factors.

Obstacles: It took some time to establish the term "ambassadors for women's entrepreneurship" and the meaning of the term. It is important for all actors i.e. ambassadors and regional coordinators alike, to understand their tasks and the purpose of the programme.

Transferability: During Autumn 2009, the European Union launched an ambassadors' network for women's entrepreneurship and today the network involves approximately 270 entrepreneurs from 22 countries.

Potential for mainstreaming in Regional Operational Programmes: The idea of systematic work with role models to break gender stereotypes, such as the Ambassadors programme, can be integrated into ROPs.

Women got the opportunity to escape from the trap of “undeclared work” and the problems encountered in women’s cooperatives became more visible within Greek society.

5.5 Consulting Services for Women’s Agricultural Cooperatives

Regions: Central Macedonia, Western Macedonia, Thessaly and Northern Aegean Sea, Greece

Managing Organisation: Ergani Centre

Contact

CENTRE “ERGANI”
1 Karavageli Str,
56625 Sykies Thessaloniki, Greece
Telephone: +302310621166
www.ergani.gr

Project duration: September 2004 – ongoing

Funding: Total budget €500.000 (estimation) for the period 2004-2007. Contribution from European Regional Development Fund (ERFD) approximately 30% and from European Social Fund (ESF) 45%.

Key themes: Improve the cohesion of women’s cooperatives through developing a network and improving the entrepreneurial spirit among their members. Modernising of infrastructures and finding new marketing networks.

Partners involved: The actors involved were Ergani Centre who took the initiative to organise a special service and the women’s cooperatives who decided to benefit from the services offered. Ergani Centre cooperated with 15 municipalities, 11 development agencies, 4 vocational training centres and 5 special bodies during the period 2004-2007.

Objectives: The objectives for 2004-2007 were to organise informative meetings for agricultural cooperatives or groups of women; design and create new counselling tools; provide special counselling services; design some actions with added value (e.g. design of new promotional material, study visits and exhibitions); ensure the development and viability of the cooperatives; remove obstacles from the geographical and social environment of the cooperatives; and address the gender stereotypes in the rural areas where these women are active in the cooperatives live and work.

Beneficiaries: Beneficiaries were women who were members of agricultural cooperatives located in rural areas. 56% of these members were over 50 years old, 30% between 40 to 49 and only 14% aged 30 to 39 years. Regarding the social characteristics of the members, the vast majority (almost 93%) are married and 94% have children: these women are responsible for the care of children, grandchildren and elderly parents and relatives. Regarding the educational level a large percentage have completed only the primary educational level (elementary school) and a majority of the members are from vulnerable social groups with low incomes and/or low professional experiences.

Activities: At the beginning of the process, members of the cooperatives were interviewed to establish both the needs of each woman and the needs of each organisation. The services offered were coaching, group counselling, psychosocial support, legal counselling and support for development of business and marketing plans. An average of 40 three-hour meetings were offered by the staff from Ergani Centre to each cooperative and services were provided by a cross-scientific team with 14 consultants (psychologists, sociologists, economists, lawyers, chemists and agriculturists). Tailored business plans were designed for each cooperative and specialised tools covering different topics such as: team building;

conflict management; decision-making processes; and time management. Furthermore networking activities were arranged such as an expedition to other regions in Greece; promotional activities such as product exhibition events; and thematic workshops focussed on marketing, standardisation of products and certification of quality management system, hygiene and food safety.

Short and long-term results: In total 52 informative meetings were arranged during 2004-2007 in which 750 women participated. The consultants visited 37 cooperatives in five different regions in order to inform them about the services and funding possibilities. 17 counsellors worked with 16 cooperatives and two new women's cooperatives were created in Central Macedonia. Ergani Centre provided integrated consulting services for 14 additional cooperatives with 109 members. The total number of counselling sessions was 500, an average of 31 sessions in each cooperative. 13 cooperatives accessed available programmes or funding sources receiving in total €450.000.

Impact: Beneficiaries who received counselling services have benefitted in many ways including personal development and acquisition of professional and social skills. Especially in the case of women who were members of cooperatives in remote and rural areas, their participation improved their families' income. The actions helped women's cooperatives not only to position and market their products more efficiently but also to develop a more collective spirit as part of their organisational culture. Women got the opportunity to escape from the trap of "undeclared work" and problems encountered in women's cooperatives became more visible in the Greek society. The project contributed to the creation of new work places in rural areas.

Innovative aspects: The innovative character of this service was and is the integrated and

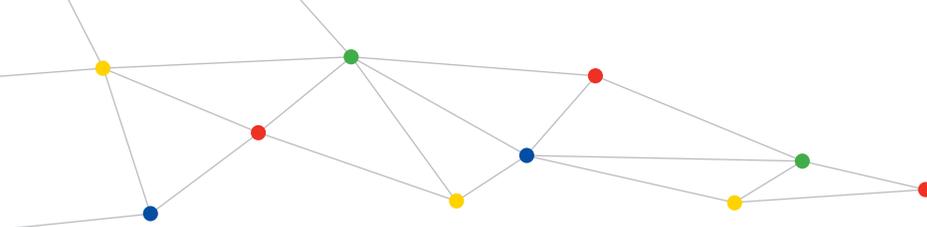
holistic approach of a wide range of services: counselling, training, funding opportunities, study visits, and promotion of products. The combination of different counselling fields and the multi-scientific areas of the consultants is another innovative dimension.

Key success factors: Some of the success factors were that all services were customised; Ergani's expertise in supporting women's cooperatives; the cooperation between counsellors; a combination of a multitude of activities; and dissemination and communication of the project results via Internet, newsletters, articles, advertising in local media, press conferences; and meetings with local and regional authorities.

Obstacles: During the consultation process, Ergani's staff faced problems related to the rigid mentality of some members of the cooperatives. The strong family relationships and friendships between members were often an obstacle in the implementation of efficient business models. Informal groups were more powerful than formal groups resulting in inefficient management.

Transferability: The actions of the group counselling, the entrepreneurship counselling, the workshops and the networking models could be implemented in other regions.

Potential for mainstreaming in Regional Operational Programmes: Resources can be allocated for measures targeting women's cooperatives.



5.6 Let's do Business Together

Region: South Ostrobothnia, West Finland, Mainland Finland

Managing Organisation: Proagria
South Ostrobothnia

Contact

Association of ProAgria Centres/ProAgria
Keskusten Liitto
Urheilutie 6
01300 Vantaa, FINLAND
Telephone: +358207472400
www.proagria.fi

Project duration: January 2008 – May 2011

Funding: Total budget €93,000 European Agricultural Fund for Rural Development (EAFRD), LEADER 45%, National public funding 45% and private funding 10%.

Key theme: Stimulate womens' entrepreneurial and networking skills.

Framework: The Minister of Employment and the Economy set up a working group on women entrepreneurship in 2008 making recommendations on how to increase the number of women led businesses. One recommendation was to "increase innovativeness, growth and internationalisation of women entrepreneurs and enterprises". The South Ostrobothnian Regional Development Programme 2007-2010 lists supporting women entrepreneurs as one of the development targets.

Partners involved: Rural Women's Advisory Centre of South Ostrobothnia was responsible for the project planning in co-operation with the Association of Women Entrepreneurs, providing expertise on the content and the Suupohja Development Association (LEADER) providing support for project management.

Objectives: The objective was to reach 250 women to participate in training activities

focused on business skills, ICT skills, internationalisation and networking.

Beneficiaries: Women entrepreneurs in the South Ostrobothnian Suupohja sub region.

Activities: 10 training and study visit activities were arranged and one of the visits was to Estonia.

Short and long-term results: 254 women and 8 men participated in the activities. The skills among the women have increased and new networks have been created.

Impact: The participating women feel more positive about the future of their business and networking between women entrepreneurs has improved. Joint marketing takes place within some of the networks.

Innovative aspects: Some of the training was organised during study visits in order to ensure a high participation. Supporting women entrepreneurs was a new feature in the Suupohja sub region.

Key success factors: Working in small groups was very efficient and the study visits were very popular. Having three different actors involved in the planning process gave different perspectives and ensured stakeholders were closely involved from the beginning.

Obstacles: Some of the women found it challenging to combine the training with work and family life. Different backgrounds and different level of knowledge made it challenging to make the training useful and informative for all participants.

Transferability: The project can be transferred to other regions, especially rural areas.

Potential for mainstreaming in Regional Operational Programmes: Resources can be allocated in ROPs for measures to promote women entrepreneurship.

5.7 W7 Dalarna

Region: Dalarna, North Mid-Sweden, Sweden

Managing Organisation: Älvdalen Municipality

Contact

W7 Dalarna
Box 100
SE-796 22 Älvdalen, SWEDEN
Telephone+ 4625180219
www.alvdalen.se

Project duration: Phase 1 January 2006 – December 2008 and Phase 2 January 2009 – December 2011

Funding: Total budget Phase 1 €940000 Contribution from European Social Fund (ESF) 20%. National funding 18%, regional funding 42% and local funding from municipalities 20%. Total budget Phase 2 €1160000 Contribution from ESF 30%. National funding 20%, regional funding 30% and local funding 20%.

Key themes: W7 Dalarna (W7) focussed on promoting entrepreneurship, gender equality and integration.

Framework: W7 was partly funded by ESF, North Mid-Sweden, in which the gender segregated labour market is pointed out as an obstacle for regional growth. The project is in line with measures within the framework of national Swedish programmes for WRCs (see practice 2.4) and for promoting women entrepreneurship.

Partners involved: Seven municipalities (Älvdalen, Mora, Orsa, Rättvik, Leksand, Vansbro and Malung) in the County of Dalarna have been the main actors in the project(s). W7 consists of local Women Resource Centres (WRCs) located at the Enterprise and Development Offices – Business Offices – in these municipalities.

Objectives: The overall objective for W7 was to promote women's and men's equal rights

and opportunities. Specific objectives were to inspire, support and encourage women entrepreneurship; increase the number of women entrepreneurs and business leaders; increase women's representation in executive positions and company boards; and support migrant women to enter the labour market and/or start up a business. Furthermore W7 encouraged entrepreneurship in the public sector, women to enter sectors dominated by men and enterprises to mainstream a gender perspective into their organisations.

Beneficiaries: The beneficiaries were both potential entrepreneurs and existing entrepreneurs who wanted to develop their businesses. Other beneficiaries were companies searching for women for their executive boards and/or interested in initiating gender equality and/or diversity work. W7 arranged specific activities to reach migrant women with the aim to open up existing women's networks in the region for them.

Activities: The services offered to (potential) entrepreneurs were free and personal business advice, a practical business school (evening classes) and support for business development. They also had access to role models, mentoring, as well as regional, national and international networks for cooperation. Each month one woman, who had made significant progress in her company or as an employee, was promoted. Press releases were issued about the women's success stories to raise their profile of achievement. The services offered to migrant women were meetings to inspire them to start their own business, training in presentation skills, information and support on how to set up a company in Sweden. W7 also offered competence development for women interested in becoming a member of executive boards. The services offered to companies were focussed on gender equality, encompassing the implementing of an "equality game" and supporting the enterprises with tools to improve equality as well as to find women experts in a database (e.g. board members, mentors and lecturers).

An approach specifically adapted to the needs in rural areas and the dual strategy of targeting both (potential) women entrepreneurs and enterprises to bring about change towards gender equal communities.

Short and long-term results: The short term result was the establishment of WRCs in each participating municipality. During the period 2006-2008 these centres provided personal business advice for 3468 persons and supported 138 women and 133 men to set up new enterprises. In addition 18 migrant women and men also received information, advice and support on business start ups. 289 new enterprises were created and 317 women participated in the business school compared to the expected 70. 63 women in the database were recommended for different assignments compared to the expectation of 45 referrals. Today the database consists of 300 women. The project reached 21 organisations compared to the expected 30 in terms of introductions to how enterprises can work with gender equality. The results are not yet available for Phase 2 January 2009 to December 2011.

Impact: A recent study from PAR (2011), which is a Nordic company delivering business information, shows that four of the municipalities involved in W7 are on the top ten list in Sweden of the highest percentage of woman entrepreneurs. Even though the project did not reach its targets in terms of enterprises engaging in gender equality work W7 has raised the awareness of the value of equality for growth and development of rural areas as well as for companies.

Innovative aspects: The innovative aspects were the cooperation between seven municipalities, an approach specifically adapted to the needs in rural areas, and the

dual strategy targeting both (potential) women entrepreneurs and enterprises to bring about change towards gender equal communities. W7 has also developed a new product – a Gender Equality Game – a card game to raise questions about gender equality in organisations. A specific version of the game suitable for schools is also available.

Key success factors: The location of the WRCs to the Enterprise and Development Offices in the municipalities has been a key factor for the success and sustainability of W7. The business advisors are easy to find for (potential) women entrepreneurs and the Offices have key knowledge and expertise to assess what needs to be done to promote entrepreneurship. They also access a wide network of local businesses. Despite the fact that the service provision has been dependent on external funding W7 has been able to work on a long term basis (relatively speaking in the context of EU-projects).

Obstacles: The municipalities involved cover a wide geographic area (almost as big as Belgium) with approximately 80 000 inhabitants and one of the main obstacles was the geographical distances.

Transferability: Services offered can be transferred to other regions, although some parts have to be adapted to the legislation in other member states. The structure and model for running a project between several offices located in a sparsely populated area can be applied in other rural parts of Europe. The Gender card game could be translated into other languages and questions adjusted to local conditions.

Potential for mainstreaming in Regional Operational Programmes: The W7 model could be replicated but the ROPs need to point out that gender equality is an important factor for regional growth and that projects must be able to show a positive effect for equality. A prerequisite for mainstreaming is gender equality training for members of the partnership.

5.8 Peterborough Women's Enterprise Centre (PWEC)

Region: East Anglia, East of England, UK

Managing organisation: Enterprising Women

Contact

Enterprising Women
St. John's Innovation Centre
Cowley Road
Cambridge CB4 0WS, UK
www.enterprising-women.org

Project duration: January 2010 – Ongoing

Funding: Total budget €290,000 per annum contribution from European Social Fund (ESF) approx 20% via East England Development Agency and Peterborough City Council.

Key themes: Peterborough Women's Enterprise Centre (PWEC) aims to unlock and stimulate the economic potential of women in Peterborough through removing both real and perceived barriers and providing best practice support for enterprise development. This includes an element of gender culture change in the City, addressing social exclusion and promoting equality of opportunity.

Framework: The UK government announced in 2007 that it intended to launch three Women's Business Centre pilots. This policy decision was based on UK research, as well as evidence of how the US economy had benefitted substantially from the sustained investment in such centres over a period of two decades.

Partners involved: East of England Regional Development Agency committed core revenue funding for delivery activities for PWEC until March 2011. Peterborough City Council have provided capital funding to refurbish empty city centre premises and fit-out the Centre, and continue to support it through rent and rate relief. The strategic vision of the Chief Executive and Leader of the Council were

The UK government announced in 2007 that it intended to launch three Women's Business Centre pilots. This decision was based on UK research as well as evidence of how the US economy had benefited substantially from the sustained investment in such centres over a period of two decades.

critical to the positioning of the Centre in the heart of the town. Enterprising Women – a national organisation – promotes women's entrepreneurship through a range of services and strategic approaches. PWEC undertook extensive outreach work in the early stages of set-up – identifying a range of partners (e.g. women's organisations, generic enterprise/employability providers) to ensure a comprehensive service and appropriate cross-referral. This mesh of stakeholders has meant PWEC is embedded in the formal and informal support infrastructure, and that clients receive personalised and tailored journeys according to their needs.

Objectives: Create a highly visible, dynamic centre of excellence for the support and development of women starting and growing their own business. Ensure clients receive a first class service and have high levels of satisfaction with the Centre. Ensure that as many women as possible know about the support on offer, through direct outreach activities, working through partners and marketing. Embed the Centre within the enterprise infrastructure and build strong partnership work. Raise awareness of, and increased access to, specialist and mainstream support and facilitated introductions to private sector organisations. Provide routes into high quality employment for women who do not progress into enterprise. The targets for 2010 / 2011 were to create 64 jobs; create 54 businesses; assist 80 businesses to improve their performance; assist 150 people with skills development; and assist 50 people to get a job through referrals to mainstream agencies.

Beneficiaries: The profile of beneficiaries reflects the focus of the particular funding stream on economic participation and social inclusion – addressing market failure – rather than the business of providing services to well-established businesses. Roughly 5% of the clients are under 25, and 14% are over 50, with the remainder falling in the main entrepreneurial age groups of 26 – 49. 6.5% have a disability, 5% have been made redundant, 18% are lone parents, 9% are from ethnic minority groups and over 25% are long term unemployed.

Activities: PWEC offer coaching for women at all stages of the enterprise journey, particularly those at the earliest stages and those who have just started up, mentoring, plus post-start and growth skills. There are four levels of activity: 1) Foundation Level: providing a wide range of personal and professional development training (e.g. decision making, time management, building confidence and stress management); 2) Business Start Up: providing training

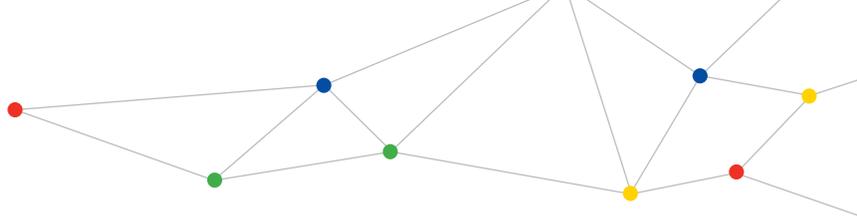
preparing women with the key skills and knowledge needed to be able to start and grow a sustainable business; 3) Post Start Support: a range of business workshops on different topics social and business networking activities, growth programme and mentoring; and 4) Qualitative & Quantitative Evaluation

Short and long-term results: The project started in January 2010 and by August 530 clients had in some way been supported, 28 new jobs and 26 new businesses created. 125 businesses had been assisted in improving their performance, 141 individuals with skills development and 169 women assisted in getting a job. The activity has been expanded in UK, and other areas are looking at adopting the same approach to supporting women.

Impact: PWEC are working with strategic stakeholders including the local authority to advise them on policy and best practice in terms of economic development and equality. Programmes and services have been specifically designed to overcome both real and perceived barriers to enterprise development for women on practical, personal, educational and business levels. PWEC received PROWESS Flagship Award (<http://www.prowess.org.uk/FlagshipAwardPage.htm>), a best practice quality standard for excellence in women's enterprise development in UK.

Innovative aspects: The centre is in a key location, attracting passing footfall traffic, and widely promoted to encourage prospective clients and stakeholders, to fully participate in the Centre's activities. To utilise prime City Centre premises was a bold, visionary and hugely enlightened step on the part of Peterborough City Council, rather than is more usual: in a second floor office in a hidden back street.

Key success factors: The team, ethos and passion committed to reaching out to women in the Peterborough area and to



successfully support them to start up and develop their own businesses, whilst forging bonds of mutual trust and respect, building long-lasting relationships

Obstacles: Some of the obstacles experienced were the lack of understanding of the concept of the centre, of women's enterprise. Negative press coverage at the outset – 'Why women only?'; Why give them that location when the council could make more money from it as a retail outlet?

Transferability: The model (the values, approaches, mission and content) is transferable to other areas and member states. The key element to consider as always is the cultural differences.

Potential for mainstreaming in Regional Operational Programmes: Resources can be allocated in ROPs for measures to set up similar women's enterprises centres to PWEC.

5.9 Micro Finance Institute (MFI)

Regions: East Mid-Sweden, Stockholm, West Sweden, Sweden

Managing organisation: Networking for Entrepreneurs from Ethnic Minorities (NEEM)

Contact

NEEM
Näringslivscentrum
Vingåkersvägen 18
641 80 Katrineholm, SWEDEN
Telephone +4615056904
www.mikrofinansiering.se/

Project duration: January 2008 – December 2010

Funding: Total budget €993020 Contribution from European Regional Development Fund (ERDF) 35%.

Key themes: Micro Finance Institute for Increased Employment, Economic and

MFI contributed to dialogue on social investment and policy dialogue around micro-finance as a tool for social inclusion, job creation and women's empowerment.

Social Integration (MFI) focussed on improving access to finance for migrant women who encounter difficulties when they want to start up a business or expand an existing enterprise. Women's creativity and entrepreneurship are emphasised and the potential for sustainable growth through social inclusion.

Framework: MIF had funds from ERDF, East Mid-Sweden and are in line with the priority Strategic, cross-border cooperation in the National Programme for the Development of Resource Centres (see practice 2.4).

Partners involved: NEEM identified interested Women Resource Centres (WRCs) to participate in the set up and delivery of the project. A partnership was formed with three different banks (Sörmlands sparbank, Ekobanken and JAK Medlemsbank). All of the loans that Ekobanken grants contribute to ecological, social or cultural added value. JAK is a co-operative bank with an interest-free savings and loan system. Another actor in the social economy involved in the delivery of services was Coompanion, which is an enterprise agency offering advice and support for start ups of cooperatives. Yet other partners were enterprise agencies linked to the Swedish Jobs and Society Foundation, the Swedish Public Employment Service and a number of municipalities. On transnational level NEEM co-operates with the European Microfinance Network (EMN), which is a network for microfinance institutions in Europe.

Objectives: The main objective was to establish a permanent Micro Finance Institute in order to extend financial services to migrant women who would like to set up an enterprise. MFI aimed at developing and broadening the financial services and secure the capital supply, stimulate entrepreneurship and increase growth opportunities in existing companies; increase the number of commercialised inventions in companies that are owned/managed by women; decrease inequality; and increase the proportion of women with foreign backgrounds on the labour market. The target set was to mobilise 80 women and divide them into eight networking groups.

Beneficiaries: The beneficiaries were mainly entrepreneurial migrant women.

Activities: The efforts were divided into social, structural and financial investments. A micro-credit fund was set up and raising private funds was one of the main activities. The project provided financial resources up to €27000 as a start of business activities. A platform for mobilisation of migrant women and support structures pre and post the business creation was designed to ensure survival, stability and expansion. Micro-credit workshops and lobbying activities were also arranged. A team with qualified business coaches with diverse language skills worked with an outreach approach and customised support for each women “in the packing of embryonic thoughts into viable business ideas”. The individual support was combined with network mobilisation.

Short and long-term results: Within the first 18 months of implementation, the project reached the target of 80 new (potential) women entrepreneurs (81% migrants and 19% native Swedes) representing 25 different nationalities. On 11 September 2009, the Micro Finance Institute was officially inaugurated by the Minister for Enterprise and Energy, Maud Olofsson. In order to sustain the results already achieved, a micro-finance

company was set up by the project staff and beneficiaries based on the model developed, “Make Women Bankable”, including products and processes designed to reach out to the beneficiaries.

Impact: MFI contributed to the dialogue on social investment and a policy dialogue around micro-finance as a tool for social inclusion, job creation and women minority empowerment.

Innovative aspects: MFI is the first Micro Finance Institute in Sweden and therefore it was essential to provide data that micro-finance is a profitable investment for banks and society. Socio-economic analysis and calculations are made based on the new enterprises set up by the women. In 2010 the project was selected as a winner of an EU Regio Stars award in the category for CityStars “The integration of migrants or marginalised groups in urban areas for its innovative approaches.”

Key success factors: The strategic work such as round-table discussions at various levels and media awareness, to get the message out.

Obstacles: There was a lack of knowledge of what micro financing is and what the project would like to achieve. This in turn, created resistance from some existing financial actors viewing MFI as a competitor instead of a partner. It made it difficult for the project to obtain support from authorities and politicians, get public funding for the loan fund and develop products and processes.

Transferability: MIF had connections to international actors and the possibility of transferring the model to other countries is considerable.

Potential for mainstreaming in Regional Operational Programmes: The model for micro-financing could be integrated into ROPs but it is essential to increase the awareness among other actors of the whole integrated

process from mobilisation to follow up support for migrant women.

5.10 Passport to Entrepreneurship

Region: Western Pomerania, North-West Poland

Managing organisation: West Pomeranian Agency for Regional Development Joint Stock Company (Zachodniopomorska Agencja Rozwoju Regionalnego, ZARR)

Contact

Zachodniopomorska Agencja Rozwoju Regionalnego S.A.
ul. Stojsława 2,
70-223 Szczecin, POLAND
Telephone +48914882488
www.zarr.com.pl

Project duration: January 2009 – December 2010

Funding: Total budget €599991,87
Contribution from European Social Fund (ESF) 85% and 15% from national funding.

Key themes: Promoting self-employment through a comprehensive range of services including training, advisory and grant funding for start-ups. The main aims were to provide support for potential entrepreneurs and to ensure sustainability of the supported enterprises in the first year of existence.

Framework: The project was carried out within ESF, Objective 6, "Labour market open to everyone", Action 6.2 "Support and promoting entrepreneurship and self-employment".

Partners involved: ZARR, which is registered as a National Service System Centre in Poland and in the Central Registry of the European Union as a non-governmental, non-profit organisation.

Objectives: The objectives were to arrange training in groups of potential entrepreneurs;

offer individual counselling and mentoring; provide grants for the establishment of companies (up to €10000); offer bridge support for 6 months (up to €275) and additional bridge support for the next 6 months (up to €275).

Beneficiaries: The project was aimed at individuals from the province of the Western Pomerania, intending to start their own business, in particular persons under 25 years of age and women (especially those returning to or entering the labour market). Target groups facing difficulties in accessing labour market opportunities.

Activities: Recruitment and selection of applicants based on an interview with a professional advisor. Training "5 days to entrepreneurship" (42 hours) covering basic issues associated with establishing and running a business, including administrative and legal rules and the associated tax issues; accounting and financial matters; business planning; marketing and management. After the training participants developed their business plans and were assisted in securing financial support for business development. Consulting and special training were offered to beneficiaries who started up their own business. ZARR monitored the new companies by visits to verify whether the business was conducted in accordance with the agreements with them. The project also encompassed television programmes concerning the promotion of entrepreneurship and self-employment.

Short and long-term results: 120 participants (90 women) developed their professional skills for running a business. 118 participants (88 women) enhanced their self-esteem in relation to business creation. 43 new businesses were created (31 set up by women) and 43 grants were provided to the entrepreneurs. 71 persons received bridge support for 6 months and 8 received bridge support for 12 months.

APME's aims are to contribute to women's economic independence through entrepreneurship and give support to the emergence of women as contributors to local, national and international economic growth.

Impact: A second edition of the programme is planned and after one year every company set up in the first edition is still trading. Setting up gender as one of the criteria for participation allowed women from rural areas and those returning to the labour market after maternity leave to participate, actively fighting against discrimination in the region. Business enterprising improved the economic and social status for the involved women.

Key success factors: The support to write business plans, individual counselling, funding for start ups and bridge funding

Obstacles: A huge interest for the project caused a large volume of work linked to the recruitment process, which took much more time than planned.

Transferability: The project can be transferred to other regions.

Potential for mainstreaming in Regional Operational Programmes: The potential to mainstream Passport to Entrepreneurship into ROP in other countries is really high due to its versatility and tackling universal problems.

5.11 Entrepreneurial Women

Region: Western Pomerania, North-West Poland

Managing organisation: Institute of Economic Analyses, Diagnoses and Forecasts

Contact

Institute of Economic Analyses, Diagnoses and Forecasts
Papieża Jana Pawła II 42
70-415 Szczecin, POLAND
Telephone +48914646949
<http://iadipg.pl/>

Project duration: March 2007 – February 2008.

Funding: Total budget €138800 Contribution from European Social Fund (ESF) funded 100%.

Key themes: Professional preparation for running a business and supporting self-employment among women. The project was aimed at the elimination of psychological, economic and social of barriers faced by women who want to start an economic activity.

Framework: The project was carried out within ESF, Priority 1 "Employment and social integration", 1.6. "Vocational integration and re-integration of women".

Partners involved: Researchers from the Institute analysed unemployment statistics in the region with a specific focus on women from rural areas. Self-employment was identified as a possible solution for increasing women's participation in the labour market.

Objectives: The overall objective was to provide professional support for setting up a business and the project was divided into two steps:

- 1) 50 women should obtain a certificate for completing business training (of which 25 women would run a business and 10 women would find a job or continue with studies 6 months after the training). 90% of the women had increased their communication business skills; improved their ability to use information technology; improved analytical and organisational skills and increased knowledge of economic and legal issues, and practical skills for creating business plans.

2) 20 women would have accessed funding for setting up and developing a business and 22 women would run a business 6 months after the project duration. 100% of the women increased their knowledge and ability in terms of economic and legal dimensions as well as accessing funding.

Beneficiaries: The target group were women (50% from rural areas) registered as unemployed or seeking employment through the District Labour Office but not engaged in formal learning. Unemployed women across all ages (40% were under 25 years) and with different backgrounds (e.g. long-term unemployed, single mothers, graduated).

Activities: The activities was divided into two phases: 1) 160 hours of comprehensive training to start a business (e.g. communication in business, ABC of entrepreneurship, computers as a tool in business).

2) 64 hours of support including one-off grants for start-up, training in obtaining funding and problem solving training in relation to economics, business management and legislation.

Short and long-term results: 50 women raised their skills by taking part in the project and 13 new enterprises were established. Furthermore a conference with the theme “Gender mainstreaming in the economy” was arranged and attended by 43 persons, including 18 of the women participating in the training. Among the speakers were well-known politicians. The final seminar was attended by representatives of local media from radio and television.

Impact: 90% of the participants’ increased their confidence, motivation and skills as well as their position in relation to the labour market. The project stimulated a wider recognition of women’s contribution to the economy in the media.

Key success factors: Recruiting professional staff ensured high quality education. There was support for daily care of dependants (children, the elderly) during the training, which allowed women to spend time on the education.

Obstacles: The problems arose from participants’ concerns about the success of their ventures. Women did not always believe they had sufficient knowledge to enter the labour market. Due to these concerns, only 13 participants (instead of the expected 20) decided to submit a business plan and took part in the second step. Women from rural areas complained about the lack of time, and in some cases long distance to the training venue.

Transferability: Unemployed women, especially from rural areas, in all region will experience similar difficulties and concerns. Most of this programme would be readily transferable with adjustment to legal systems in different member states.

Potential for mainstreaming in Regional Operational Programmes: Resources can be allocated in ROPs for measures to promote entrepreneurship among unemployed women.

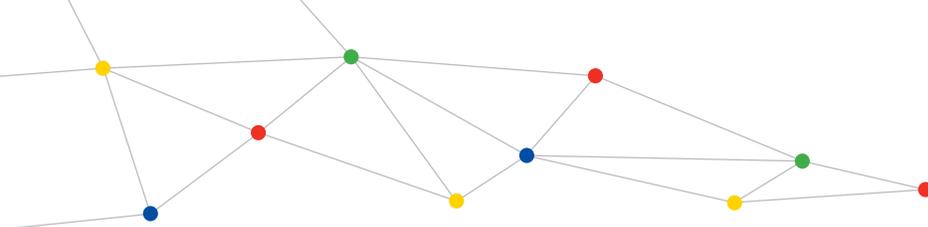
5.12 DoNaEmpresa

Regions: Alentejo, Algarve, Lisboa in Continental Portugal

Managing organisation: APME – Associação Portuguesa de Mulheres Empresárias (Women Entrepreneur Portuguese Association)

Contact

APME
Rua Rodrigues Sampaio 19
1150-278 Lisboa, PORTUGAL
Telephone: + 351213150323
www.apme.pt



Project duration: 1st edition began May 2003 and the 5th edition is ongoing.

Funding: Total budget 1st edition €799160,10; 2nd €1065546,80, 3rd €745882,70, 4th €497429,05 and 5th €597323,04 Contribution from EU 75% and national funds 25%.

Key themes: Support for business creation for unemployed women. APME has been lobbying policy makers to create a mechanism to promote women as valid contributors to economic growth, as employers and as wealth redistributors.

Partners involved: APME has developed both the methodology and objectives of DoNaEmpresa Programme together with ENGL (Escola de Negócios do Grupo Lena), which is a training and consulting service. APME's aims are to contribute to women's economic independence through entrepreneurship and give support to the emergence of women as contributors to local, national and international economic growth. ENGL has a long experience as business school and business development consulting.

Objectives: To give women economic independence by supporting their business ideas; to deliver up to 350 training hours and 100 hours of specialised consulting to support each potential entrepreneur; to deliver a per capita allocation of €5.030 as support for each woman with a start-up enterprise; and to obtain more than 80% survival rate of new businesses after two years of activity.

Beneficiaries: Women resident in Portugal between 18 and 64 years with at least compulsory educational degree (generally level 9) and with a business idea.

Activities: Consulting is an important aspect to assure the viability of each project, including assessing both the needs and abilities of each woman. The final goal is

to give to each participant her economic independency, so consultants have to be aware of all barriers that might jeopardize this goal whilst finding inventive solutions for each problem.

Networking is integrated as part of lifelong learning and to promote transfer of solutions among participants of DoNaEmpresa and other business women facing identical problems or constraints. Furthermore, networking provides partnerships (formal or informal) to market penetration, products/services integration, client/provider search, benchmarking etc.

Short and long-term results: In 2009 62 women took part in the programme and at the end of 2010 19 of them had set up their own business and 17 were developing a business. In 2010 48 women took part in the programme and 43 participants in the business creation consultation process. Even in the economic crisis 80% of all businesses created under DoNaEmpresa are still ongoing after 24 months of activity.

Impact: DoNaEmpresa reduced the gender gap in entrepreneurship even though it has been difficult to reach wider social impact. This is due to the fact that the policies are still far from what is needed in Portugal to eliminate gender gap in terms of economic participation.

Innovative aspects: The DoNaEmpresa methodological approach was new in Portugal. Formerly, there were non-integrated programmes that offered partial solutions for the lack of management skills and in supporting business development directed at enterprises older than 3 years, not start-ups. The key was to integrate the three steps into one comprehensive approach: 1) Providing management skills; 2) Developing business plans with quality standards and with solid viability analysis; 3) Ongoing management support.

Key success factors: The project was well designed and provided a valuable solution for potential women entrepreneurs.

Obstacles: APME, the oldest Portuguese women entrepreneurs association, has only around 1000 members. Due to this there is a lack of public knowledge of the projects undertaken and achievements made by the organisation. Recession was obviously an obstacle to success both in terms of the beneficiaries and APME. Gender stereotypes are still a major constraint in society.

Transferability: The methodology of DoNaEmpresa is well tested, denotes high efficiency in terms of long-term results and can be replicated in other member states.

Potential for mainstreaming in Regional Operational Programmes: The practice has already been mainstreamed at regional and national level and it can be mainstreamed into ROPs and territorial cooperation programmes.

5.13 Laboratory of Ideas

Region: Alentejo, Continental Portugal

Managing organisation: Alentejo Regional Development Agency (ADRAL)

Contact

ADRAL
Rua Intermédia do PITE Lt 4 e 6
7000-171 Évora, PORTUGAL
Telephone: +351266769150
www.adral.pt

Project duration: January 2001 – December 2004

Funding: Total budget €569014 Contribution from European Social Fund (ESF), Equal programme 100%.

Key theme: Supportive and mentoring structures for new entrepreneurial initiatives.

Framework: Promotion of women entrepreneurship was not the main goal for the project but the need to assist women to find their own job through self-employment was underlined. Educational programmes developed to support women in their business creation. The majority of the participants in Laboratory of Ideas were women.

Partners involved: ADRAL acted as an interface organisation, experienced in tutoring and mentoring of companies and management of funds to support new businesses. Business associations with in-depth knowledge about women entrepreneurship connected the project with regional good practices Local development associations contributed with knowledge about the social and economic framework as well as close contacts with target groups. Municipalities provided experience in dealing with both social and economic development and contacts with target groups. Association for municipalities mainstreamed and disseminated project activities and results.

Objectives: The objectives were to sensitise 50 individuals (women with lower education and difficulties to reach the labour market); strengthen the self-esteem of the women participating; strengthen the spirit of cooperation among the women participating; promote and encourage entrepreneurship and entrepreneurial spirit among women; create 15 new companies run by women and 20 new jobs in these companies; and increase knowledge about of developing a business plan.

Beneficiaries: Long term unemployed people (mainly unemployed women living in rural areas) and young people with difficulties in accessing the labour market

Activities: The project created offices – physical and organisational infrastructures – for entrepreneurship promotion in Évora County, formal and informal local development networks and five guides with good practices in order to help people to invest in self-employment. Two main types of support were provided

- 1) Training in business planning and transversal competences (e.g. work life balance)
- 2) Tutoring and mentoring in business creation and management related to each participant needs.

Short and long-term results: Eight support offices were set up in the County during the project period. 169 people (135 women) participated in the project forums aimed at increasing awareness of business creation; 32 people (26 women) with specific needs in terms of education and access to the labour market received training with a gendered perspective; 32 people (26 women) created business plans; and 10 new companies were created in Évora County. The perspectives among beneficiaries towards self-employment changed as a result of the project and supported the expansion of economic activity in the County. Involved municipalities implemented internal structures to support new business projects in their area of intervention and acquired competences about this kind of support.

Impact: The participants were empowered by making them understand their real value and motivating them to make a change in their lives and to create their own job. This attitude contributes also to the promotion of economic growth.

Innovative aspects: The innovative aspects were the support for unemployed women in Alentejo and raising awareness about the difficulties for women in the region to access the labour market and opportunities for business creation. Other aspects were the

combination of training and mentoring and setting up of municipal support offices.

Key success factors: The multi-sectoral and multi-knowledge partnership was a key success factor facilitating the implementation of tailored services adapted to the needs of the target group. Workshops raised the target groups' awareness of services and support for self-employment. Five good practice guides allowed the partnership to mainstream and disseminate the results at regional and national level.

Obstacles: The target group was not always prepared to respond to the challenge and to create their own business because of obstacles such as work-life balance constraints and/or long-term unemployment. Additional funding would have been required to give continuity to the project and sustainable results. Only 10 new enterprises could be supported and only eight support offices.

Transferability: The methodology is easily transferable to other member states taking into consideration that the project was implemented in a regional context with a lack of entrepreneurship spirit and high unemployment rates among women. The good practice guides facilitate the transfer of methodologies.

Potential for mainstreaming in Regional Operational Programmes: This practice has been mainstreamed at regional and national level through Equal and could be mainstreamed into ROPs and territorial cooperation programmes.

5.14 Wellamo

Region: South Ostrobothnia, West Finland, Mainland Finland

Managing Organisation: Seinäjoki University of Applied Sciences

Contact

Seinäjoki University of Applied Sciences
Keskuskatu 34
60101 Seinäjoki, FINLAND
Telephone. +358201245000
www.seamk.fi

Project duration: February 2006 – June 2007

Funding: Total budget: €97460 Contribution from the European Social Fund (ESF) 70% The rest was covered by funding from municipalities and 10% participants fees.

Key theme: To provide support for start ups in the health care sector by health care professionals.

Framework: WELLAMO was carried out within ESF 2A programme through the Provincial Government of Western Finland.

Partners involved: Seinäjoki University of Applied Sciences was formally the only partner.

Objectives: The objectives were to find health care professionals willing to start their own company; provide education and information about the business environment; and construct individual business plans. The targets for 2006-2007 were to select a group of 10 professionals for an intensive entrepreneurship education programme and stimulate set up of five new health care companies.

Beneficiaries: Nine women and one man participated in the programme.

Activities: The participants were recruited via newspaper advertising and before the program a skills and needs assessment was undertaken. 15 evening classes (4 hours each time) were arranged for the participants. All of them developed a business plan whilst simultaneously calculating an operational budget with the support of a professional accounting office. Individual support and coaching was provided for all of the participants who wanted to start their own company. They were also supported in writing

business plans, budgeting, negotiations, finding financing and with legal documents.

Short and long-term results: Among the results were the first completely privately funded care home for elderly people outside the capital Helsinki and two new companies were set up in the homecare business.

Impact: The new enterprises had an impact in terms of new women-led businesses, new employment opportunities, and provision of providing quality service for elderly people. At the Seinäjoki University of Applied Sciences nursing students are now given entrepreneur training as a result of Wellamo.

Innovative aspects: A health care incubation service for care professionals was new in Finland combined with the educational programme covering all the needs of (potential) entrepreneurs in the health care sector.

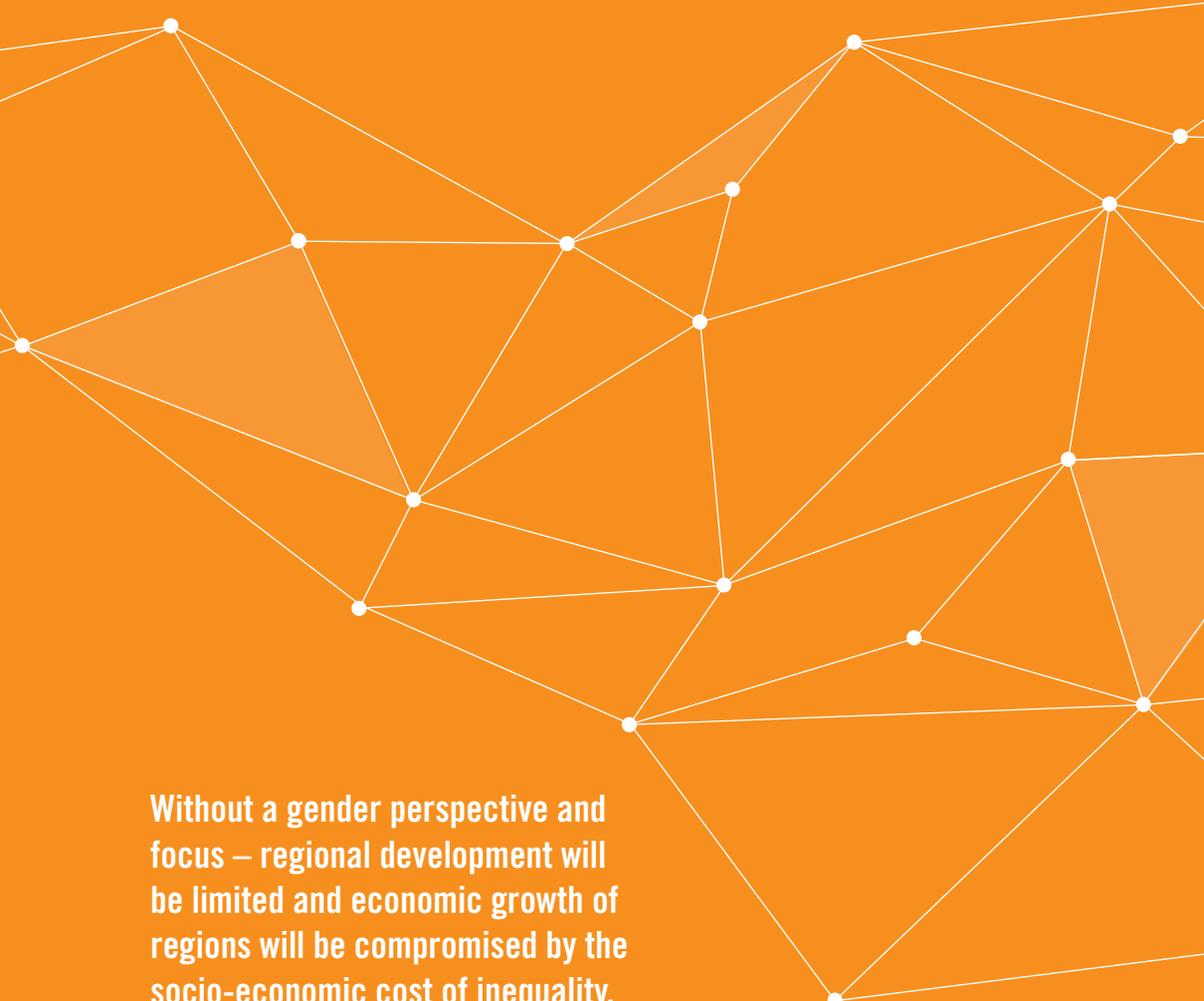
Key success factors: Tailored education was crucial for success and the individual support services for the health care professionals willing to start a business.

Obstacles: There are several difficulties for health care professionals to start an enterprise in their own sector due to the operational environment with specific laws and regulations. Since the services are publically funded the professionals also need to deal with authorities and municipalities.

Transferability: The model could easily be transferred to other regions taking into consideration the different welfare regimes and regulations for the health care sector. So certain level of modifications should take place.

Potential for mainstreaming in Regional Operational Programmes: The model could be mainstreamed into ROPs and territorial cooperation programmes, especially in the Baltic Sea Region. It would be relatively straightforward to mainstream the results to the operational Regional ESF programmes.

REFERENCES



Without a gender perspective and focus – regional development will be limited and economic growth of regions will be compromised by the socio-economic cost of inequality.

References

Practices

2.1 W.IN.NET

Thematic best practice reports, position papers, reports from conferences and the Declaration of Intention can be downloaded at www.winnet8.eu or <http://winneteuropa.org>

Interreg III C (2006) W.IN.NET Bridging the gender divide, Interreg III C Newsletter No. 9, April 2006 <http://www.interreg3c.net/sixcms/media.php/5/Newsletter%20Nr.%209%20EN%20E6FINAL.pdf>

Inforegio panorama (2007) Gender mainstreaming and regional development, No 22, June 2007 http://ec.europa.eu/regional_policy/information/panorama/archives_en.cfm

2.2 FEM

Study reports, guides and manuals can be downloaded at www.feminfo.net

2.3 WINNET Sweden

A "Handbook for Women's Resource Centres" in English can be downloaded at www.winnet.se

2.5 Women@Work

Reports, consultations and outlines of training programmes can be downloaded at <http://www.weawomenatwork.org.uk/library.asp>

3.1 UK Scottish Resource Centre for Women in SET

Good practice guides can be downloading at <http://www.theukrc.org/for-organisations/good-practice-guides>

3.2 On Equal Terms

Meiton et al (2007) Games on equal terms, p39-41. In Fresh ideas for public health, National Healty Cities Network, Swedish National Institute of Public Health. http://www.fhi.se/PageFiles/4143/NHC_eng_vers.pdf

3.3 Sensitisation of Educators for the Promotion of Gender Equality

Gappa & Ziogou Karastergiou (2011) "If not school then who?" : Promoting gender equality in Greek schools via innovating programs, Aristotle University of Thessaloniki (Greece) Paper presented at the Future of Education. Florence Italy 16-17th of June, 2011

http://www.pixel-online.net/edu_future/common/download/Paper_pdf/GEE01-Gappa,Karastergiou.pdf

3.4 GAPP

A practical handbook can be downloaded at http://gapp.sissa.it/UserFiles/File/bringing-young_web-version.pdf

A research report is available of downloading at <http://gapp.sissa.it/UserFiles/File/GAPP-research-report-EU.pdf>

3.10 NaisWay

G.L.A.D (2007) The experience in Finland p 21-26, In Guide of Good Practices to Valorise the Diversities on the Labour Market, Growth by Looking At Diversity. <http://www.lamoro.it/pdf/gladdefinitivo2.pdf>

3.11 Girl Geek Scotland

<http://www.facebook.com/group.php?gid=295309108438>

<http://twitter.com/#!/girlgeeks>

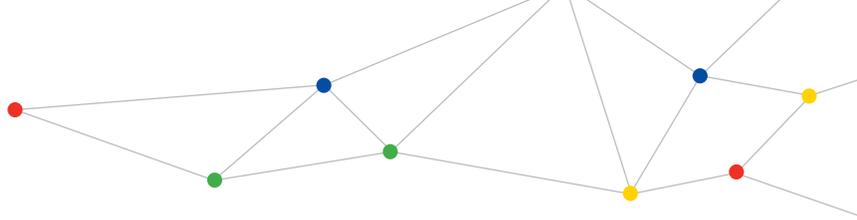
<http://girlgeekdinners.com/>

3.12 Close the Gap

Guidance and Tools for Employers, Research and Statistics, Information for Individuals and Information for Trade Unions can be downloaded at http://www.closesthegap.org.uk/component/option,com_docman/Itemid,64/index.php?option=com_docman&Itemid=64

<http://twitter.com/#!/closethepaygap>

<http://www.facebook.com/closethepaygap>



4.1 The Raise

<http://www.ltu.se/research/Forskningsamnen/Genus-och-innovation/Projektarkiv/Lyftet-kvinnors-initiativ-till-innovationssystem-1.7343?l=en>

4.2 Fiber Optic Valley Gender

Andersson (2009) Action Oriented Gender Research – Using activating methods to reveal and change constructions of gender, Paper presented at the conference Feminist Methods, 4-6 February 2009. Workshop 2: “Doing gender studies in organisations”
<http://www.forandringpagar.se/14548-.pdf>

Andersson et al (2010) Middle managers as change agents. Fiber Optic Valley.
<http://www.forandringpagar.se/15046-Middle+managers+as+change+agents.pdf%20>

Danilda & Granat Thorslund (Eds.) (2011) Innovation & Gender

<http://publikationer.tillvaxtverket.se/ProductView.aspx?ID=1543>

4.3 Rewritten Social Contract

Barbieri, Bittarelli & Pesce (2007) Rewritten social contract p 38. In The Promotion of Gender Equality

Within Local Development Processes in Italy. Case Study for the International Project W. In D.

Women in Development. IRS – Institute for Social Research

http://www.retepariopportunita.it/Rete_Pari_Opportunita/UserFiles/Progetti/WIND/2_CASO_ITALIA_INGLESE_low.pdf

5.2 Delfoi Academy – Women and Leadership

<http://www.pyk.hkkk.fi/delfoiakatemia/english.html>

5.4 Ambassadors for Women’s Entrepreneurship

Swedish Agency for Economic and Regional Growth (2009) Women’s entrepreneurship in Sweden

<http://www.ambassadorer.se/wiki/on-webbplatsen>

European Network of Ambassadors http://ec.europa.eu/enterprise/policies/sme/promoting-entrepreneurship/women/ambassadors/index_en.htm

Literature

Acker (1999) Gender and organisation. In Saltzman Chafetz (Ed.). Handbook of the Sociology of Gender. New York: Plenum Publishers.

Ahl (2002) The making of the female entrepreneur a discourse analysis of research texts on women’s entrepreneurship. Jönköping: Jönköping International Business School.

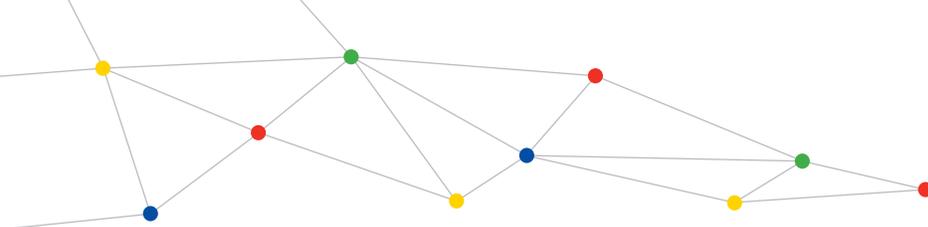
Andersson, Amundsotter, Svensson

& Däldehög (2009) Middle managers as change agents – action oriented gender research. Hudiksvall: Fiber Optic Valley.

A Swedish strategy for sustainable development – economic, social and environmental (2003/2004). Government communication 2003/04:129. Stockholm: Ministry of the environment.

Axelsson & Ungmark (2000) Särskilda insatser för kvinnor – en studie av lokala resurscentramodeller och metodutveckling. Arbetsrapport. Skriftserie B. Nr 20. Eskilstuna: Mälardalens högskola.

Bacchi (1999) Women, policy and politics – the construction of policy problems. London: Sage Publications.



Balkmar & Nyberg (2006) Genusmedveten tillväxt och jämställd vinst – om genus och jämställdhet i ansökningar till Vinnovas Vinnväxt-program 2006. Stockholm: Stockholms universitet.

Bettio & Verashchagina (2009) Gender segregation in the labour market. Root causes, implications and policy responses in the EU. European Commission.

Blake & Hanson (2005) Rethinking innovation: context and gender. *Environment and planning A*. Vol 37. P 681-701.

Bull (2002) Tillväxt jämt – Metoder som underlättar integrering av ett jämställdhetsperspektiv i tillväxtprogram och regional utvecklingspolitik samt annat matnyttigt, Västra Götalandsregionen, Näringsdepartementet, Länsstyrelsen i Blekinge län, Länsstyrelsen Jämtlands län, Länsstyrelsen Västra Götaland

Butler (1990) Gender trouble – feminism and the subversion of identity. London & New York: Routledge.

Cox (2005) The Path to Equality – Swedish Study and Careers Counselling from a Gender Perspective, County Labour Board in Gävleborg

Danilda & Nyrinder (1999) Growth in your region – the partnership approach to support women entrepreneurs, Länsstyrelsen Östergötland.

Danilda (2008) Resurscentrum för kvinnor – legitimitet, kriterier och hållbar samhällsutveckling. Projektdokumentation och utvärdering. Gävle: Svenska riksförbundet nationellt resurscentrum för kvinnor.

Danilda, Lindberg & Torstensson (2009) Women resource centres – a quattro helix innovation system on the European agenda. Paper presented at Triple Helix VII, Glasgow, 17-19 June 2009.

Danilda & Granat Thorslund (Eds.) (2011) *Innovation & Gender*. VI 2011:03. Stockholm: VINNOVA.

Else-Quest, Hyde & Linn (2010) Cross-National Patterns of Gender Differences in Mathematics: A Meta-Analysis. *Psychological Bulletin* 2010, Vol. 136, No. 1, 103–127, American Psychological Association.

Eriksson et al (2008) Att driva ett resurscentrum framgångsrikt – handbok för resurscentra. Gävle: Svenska riksförbundet nationellt resurscentrum för kvinnor

European Commission (2008) Evaluation on policy: Promotion of women innovators and entrepreneurship, European Commission.

European Commission (2010) More women in senior positions. Key to economic stability and growth, European Commission.

European Foundation for the Improvement of Living and Working Conditions (2007) Gender and career development. Dublin: European Foundation for the Improvement of Living and Working Conditions.

Eurostat (2008) The life of women and men in Europe 2008 edition. A statistical portrait

Eurostat (2009) European Union Labour Force Survey-Annual results 2008.

For gender equality in regional development (2005) For gender equality in European regional development – the future W.IN.NET Association of Women's Resource Centres in EU 25. Declaration of Intentions at the Interreg IIIC project W.IN.NET Final Conference 21-22 November 2005 in Brussels, Belgium. W.IN.NET Project.

Forsberg (2001) The difference that space makes. A way to describe the construction of local and regional gender contracts. *Norsk geografisk tidskrift*. 55: 161-165.

- Forsberg, Johansson & Pettersson (2004)** Resurscentra för kvinnor – en kraft för hållbar regional utveckling? R 2004:14. Stockholm: Nutek.
- Forsberg & Lindgren (Eds.) (2010)** Nätverk och skuggstrukturer i regionalpolitiken. Karlstad: Karlstad University Press.
- Foss & Henry (2010)** Gender and innovation: exploring the hegemonic voice. Paper presented at the conference Gender, Work and Organization in Keele, 21-23 June 2010
- Fox, Sonnert & Nikiforova (2009)** Successful Programs for Undergraduate Women in Science and Engineering: Adapting versus Adopting the Institutional Environment. *Res High Educ* 50:333–353. Springer Science.
- Friberg (1993)** Det andra sidan av myntet – om regionalpolitikens enögdhet. Östersund: Glesbygdsmyndigheten.
- Fürst Hörte (2009)**, Behovet av genusperspektiv – om innovation, hållbar tillväxt och jämställdhet: utvärdering. VR 2009:16. Stockholm: VINNOVA.
- GERA (2008)** Global Entrepreneurship Monitor 2007 Report on Women and Entrepreneurship. Global Entrepreneurship Research Association. Babson College.
- Ghaye & Gunnarsson (2009)** Creating cultures of appreciation: Organisational innovation through employee well-being. In Döös & Wilhelmson (Eds.). *Organising Work for Innovation and Growth*. Stockholm: VINNOVA.
- Guiso, Monte, Sapienza & Zingales (2008)** Culture, Gender, and Math. *Science, Education Forum*, 30 May 2008: Vol. 320. No 5880: 1164–1165.
- Gunnarsson, Andersson, Vänja Rosell, Lehto & Salminen-Karlsson (2003)** Where have all the structures gone? Doing gender in Organisations, Examples from Finland, Norway and Sweden. Stockholm University.
- Gunnarsson (2007)** The other sides of the coin – a feminist perspective on robustness in science and knowledge production. *International Journal of Action Research*. Vol 3. No 3. P 349-363
- Gustavsen (1992)** Dialogue and development: Theory of communication, action research and the restructuring of working life. Assen-Maastricht: Van Gorcum.
- Hacker (1989)** Pleasure, Power and Technology. London: Unwin Hyman.
- Hedlund (2008)** Partnership, gender and democracy. In Svensson Lennart & Nilsson Barbro (Eds.). *Partnership as a strategy social innovation and sustainable change*. Stockholm: Santérus Academic Press Sweden.
- Horelli, Reijo & Roininen (1999)** Meta-evaluation of the Nordic Structural policy from the gender perspective. In Aalbu, H., Hallin, G. & Mariussen, Å. (Eds.) *When Policy Regimes meet: Structural Funds in the Nordic Countries 1994-1999*. Stockholm: Nordregio.
- Horelli & Roininen (1999)** Ex-ante evaluering ur jämställdhetsperspektiv av Sveriges tillväxtavtal. Helsinki: Helsinki University of Technology, Department of Architecture.
- Horelli (2011)** A comparative analysis of women's resource centres in the WINNET8 project. WINNET 8.
- Hirdman (1990)** Genussystemet . In "Demokrati och makt i Sverige. Maktutredningens huvudrapport. SOU 1990:44. Stockholm: Allmänna förlaget.
- Hudson & Rönnblom (2007)** Regional development policies and the constructions of gender equality: The Swedish case. *European Journal of political research*. No 46. Pp 47-68.
- ISO (2010)** ISO 26000:2010 International Organization for Standardization

Johansson (2008) Förändrad rådgivning – ett sätt att frigöra kvinnors företagsamhet In Larsson, Göranson & Lagerholm (Eds.), Sesam öppna dig! Forskarperspektiv på kvinnors företagande. VR 2008:20. Stockholm: VINNOVA.

Kotiranta, Kovalainen & Rouvinen (2007) Female Leadership and Firm Profitability, Helsinki: Finnish Business and Policy Forum, EVA Analysis No 3.

Kvande (2003) Doing gender in organizations – theoretical possibilities and limitations. In Gunnarsson et al (Eds.). Where have all the structures gone? Doing gender in Organisations, Examples from Finland, Norway and Sweden. Stockholm: Stockholm University.

Kvidal & Ljunggren (2010) Implementing 'a gender perspective' in an innovation program: more innovation or ambivalence and uncertainty?. Paper presented at the conference Gender, Work and Organization in Keele, 21-23 June 2010.

Lavén (2008) Organizing innovation – how policies are translated into practice. Doctoral thesis. Göteborg: BAS Publishing.

Leydesdorff & Etzkowitz (1996) Emergence of a triple helix of University-Industry-Government Relations. Science and public policy. 23(5): 279-286.

Lindberg (2010) Samverkansnätverk för innovation – en interaktiv och genusvetenskaplig utmaning av innovationspolitik och innovationsforskning. Doctoral thesis. Luleå: Luleå University of Technology.

Lindberg (2011a) Women's Resource Centres – a Swedish model being internationalized. WINNET 8.

Lindberg (2011b) Women's Resource Centres as a research topic. WINNET 8.

Lindsten et al (2001) Om regionalpolitiken blev jämställd – jämställdhetsperspektiv på regionalpolitik. Västra Götalands län.

London Business School (2007) Inspiring Women: Corporate Best Practice in Europe. London: The Lehman Brothers Centre for Women in Business, London Business School.

Lotherington (2003) Keep them in place but don't give them space: On objectification of women in Norwegian regional development policy. Paper presented at the conference Gender, Work and Organization, 25-27th June 2003, Keele University, UK.

Lundvall (2006) Innovation systems between policy and research. Paper presented at the conference Innovation Pressure Conference in Tampere, March 2006

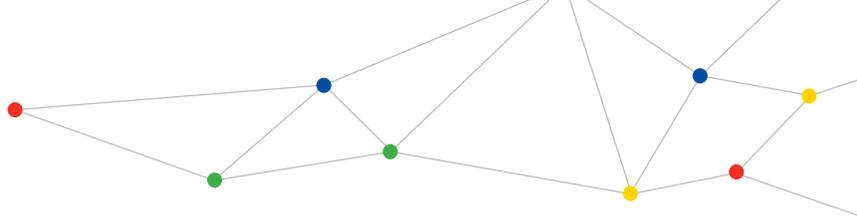
Matland (1995) Synthesizing the implementation literature: the ambiguity-conflict model of policy implementation. Journal of Public Administration Research and Theory. Vol 5. No 2. Pp 145-174.

McDowell (1999) Gender, Identity and Place – Understanding Feminist Geographies. Oxford: Blackwell Publishers.

NRC (2008) ResursCentrum för kvinnor – legitimitet, kriterier och hållbar samhällsutveckling (Women Resource Centres – legitimacy, criteria and societal development). Project documentation and evaluation. Swedish National Women Resource Centre.

Nuur (2005) Cluster dynamics and industrial policy in peripheral regions. Doctoral thesis. Trita-IEO 2005:6. Stockholm: Royal Institute of Technology (KTH).

Nyberg (2009) Making ideas matter – gender technology and women's invention. Doctoral thesis. Luleå University of Technology.



OECD (2007) Education at a Glance 2007, OECD INDICATORS

OECD (2010) Education at a Glance 2010, OECD INDICATORS

Olgati & Shapiro (2002) Promoting gender equality in the workplace. Dublin: European Foundation for the Improvement of Living and Working Conditions

Obseck (2007) Utvärdering av projektet PÅ LIKA VILLKOR, Estetisk-filosofiska fakulteten Avdelningen för humaniora och genusvetenskap, Karlstad Universitet.

PAR (2011) <http://www.par.se/sv/Om-PAR/Pressreleaser/110303---Kvinnligt-foretagandekar--i-snigeltakt>

Perrons (1995) Gender inequalities in regional development. *Regional Studies*. 29(5): 465-476.

Pesonen, Tienari & Vanhala (2009) The boardroom gender paradox, *Gender in Management: An International Journal*, Vol. 24 No. 5:327-345.

Pettersson & Saarinen (2004) Kluster som regionalpolitiskt redskap ur ett könsperspektiv – män som hjältar i manliga kluster? Vilhelmina: Emma Resurscentrum.

Pettersson (2007) Men and male as the norm? A gender perspective on innovation policies in Denmark, Finland and Sweden. Stockholm: Nordregio.

Pettersson (2008) 'Många bäckar små' – Jämställdhet och ekonomisk tillväxt i regionalpolitiken. In Andersson, Ek & Molina (Eds.). *Regionalpolitikens geografi – regional tillväxt i teori och praktik*. Lund: Studentlitteratur.

Politzer (2011) genSET. Promoting Consensus and Integrated Action on Gender Issues in Science. *Nordicom-Information* 33 (2011) 1-2, pp. 51-55

Ramböll (2009) Följeforskning av verksamhet vid resurscentra för kvinnor – slutrapport. Rapport 0039. Stockholm: Tillväxtverket.

Rees (2000) The Learning Region? Integrating Gender Equality into Regional Economic Development. *Policy and Politics*. Vol 28. No 2. Pp 179-191.

Rees (2001) Mainstreaming Gender Equality in Science in the European Union: the ETAN Report, *Gender and Education* 13 (3); 243-260

Rees (2005) Reflections on the Uneven Development of Gender Mainstreaming in Europe. *International Feminist Journal of Politics*. 7:4, p. 555-574.

She figures (2009) She Figures 2009. Statistics and Indicators on Gender Equality in Science, European Commission.

Stenmark & Johansson (2005) Särskilda insatser för att främja kvinnors företagande – variation och legitimering. Paper presented at the conference Högskola och Samhälle i Samverkan, Mid Sweden University in Östersund, 6-8 April 2005.

Squires (2005) Is mainstreaming transformative? Theorizing mainstream in the context of diversity and deliberation. *Social Politics*. 12(3): 366-388.

Sterner & Biller (2006) Gender mainstreaming in the EU member states – progress, obstacles and experiences at governmental level. Stockholm: Ministry of integration and gender equality

Swedish Agency for Economic and Regional Growth (2005) Women towards ownership, in business and agriculture National Report Sweden.

True & Mintrom (2001) Transnational Networks and Policy Diffusion: The Case of Gender Mainstreaming. *International Studies Quarterly*. Vol 45. No 1. P 27-57.

Uhlen (2005) Innovation, osäkerhet och det instrumentalistiska misstaget. In Benner, M. (Ed.). Innovationer – dynamik och förnyelse i ekonomi och samhällsliv. Lund: Studentlitteratur

Walby (2005) Gender mainstreaming: Productive tensions in theory and practice. *Social Politics*. Vol 12. No 3. P 321-343.

Ve (1994) Gender Differences in Rationality, the Concept of Praxis Knowledge and Future Trends, in Gunnarson & Trojer (eds.) *Feminist Voices on Gender, Technology and Ethics*, Luleå: Luleå University of Technology.

WES (2008) The European Network to Promote Women's Entrepreneurs (WES) Annual Activity Report 2008. European Commission.

West & Zimmermann (1987) Doing gender. *Gender & Society*. Vol 1. P 125-51.

Westberg (2006) Gender segregation in education and working life. Chapter 9 p 103-116. In *Routes to a more open labour market*. Olofsson & Zavisic (Eds). National Institute for Working Life

Westberg (2008) Who is allowed to contribute to sustainable development by participating in partnerships?. In Svensson, & Nilsson (Eds.). *Partnership as a strategy social innovation and sustainable change*. Stockholm: Santérus Academic Press Sweden

Westberg (2011) Mainstreaming Gender in Entrepreneurship in a regional context. Paper presented at the 56th Annual ICSB Conference in Stockholm.

Partners

WINNET8 has been supported by partners across 8 member states and our appreciation and gratitude to them for their time, expertise and contributions in the completion of this project and this accompanying resource guide.

SWEDEN

REGION DALARNA



FINLAND



Regional Council of South Ostrobothnia



UNIVERSITY OF HELSINKI
RURALIA INSTITUTE

POLAND



Powiat Gryficki



UNITED KINGDOM



ITALY



GREECE



BULGARIA



PORTUGAL



This book is for use by policymakers, representatives from Women Resource Centres as well as other practitioners and researchers in European regions in the light of the EU's growth strategy EU 2020 and its Cohesion Policy for 2014-2020. It provides a range of perspectives supporting the transfer of good practices addressing gender equality and sustainable regional growth. The book is a result of a collaborative project between eight European regions, WINNET 8, aimed at tackling occupational segregation and increasing women's participation in the labour market, innovation, technology and entrepreneurship. Over 40 good practices from different EU member states are presented in the book under four main themes: Women's Resource Centres and Mobilisation; Horizontal Occupational Segregation; Innovation and Organisational Development; Leadership and Entrepreneurship. Relevant aspects of existing research concerning each of these themes are discussed, as well as mainstreaming of a gender perspective in regional growth policies.

WINNET 8 is supported by the European Union through the INTERREG IVC and the European Regional Development Fund. INTERREG IVC helps regions of Europe share knowledge and transfer experience to improve regional policy.