
CRPM

TOSCANA CASE STUDY

Infyde, SL
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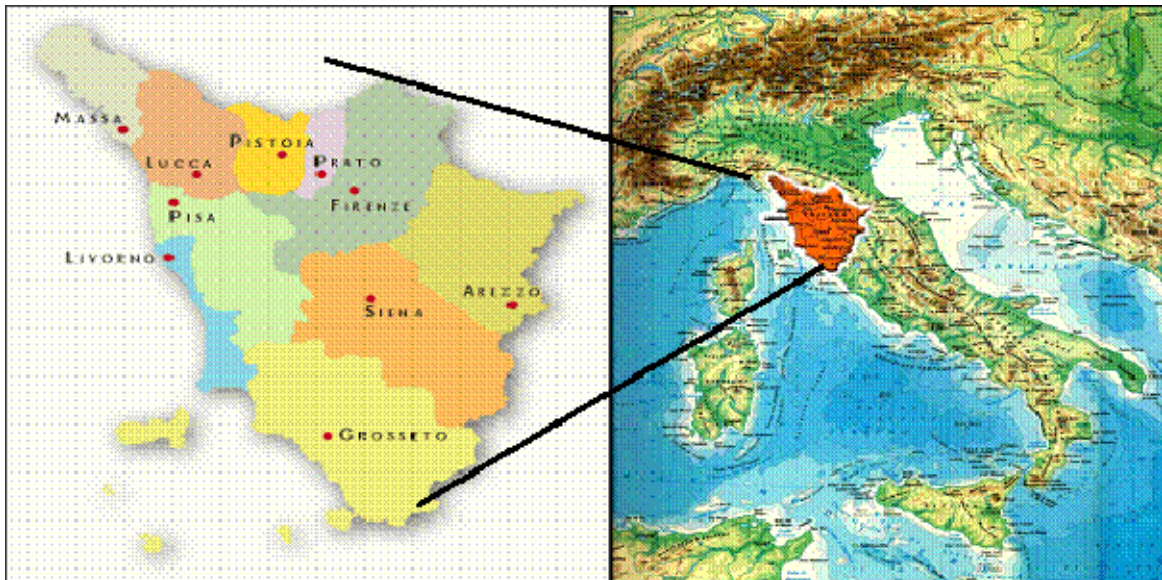
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1. INTRODUCTION

The Regione Toscana is situated in the middle North-western part of Italy, occupying the 7.63% (22,993 km²) of the national territory, with 633 km of coastland and hosting 3,600,000 inhabitants (6.2% of the total Italian inhabitants). The population density is 156.5 inhabitants per km², not reaching the 192,5 inh/km² from Italy.

Toscana is one of the 20 regions of the country, and is comprised of the following 10 provinces: Massa Carrara (capital Massa), Lucca (capital Lucca), Pistoia (capital Pistoia), Prato (capital Prato), Firenze (capital Firenze), Pisa (capital Pisa), Livorno (capital Livorno), Siena (capital Siena), Arezzo (capital Arezzo) and Grosseto (capital Grosseto).

Figure 1: Regione Toscana



The Regione Toscana borders in the North with Regione Liguria and Emilia-Romagna, in the East with Marche and Umbria, in the South with Lazio, and in the West with the Ligurian and the Tyrrhenian Seas.

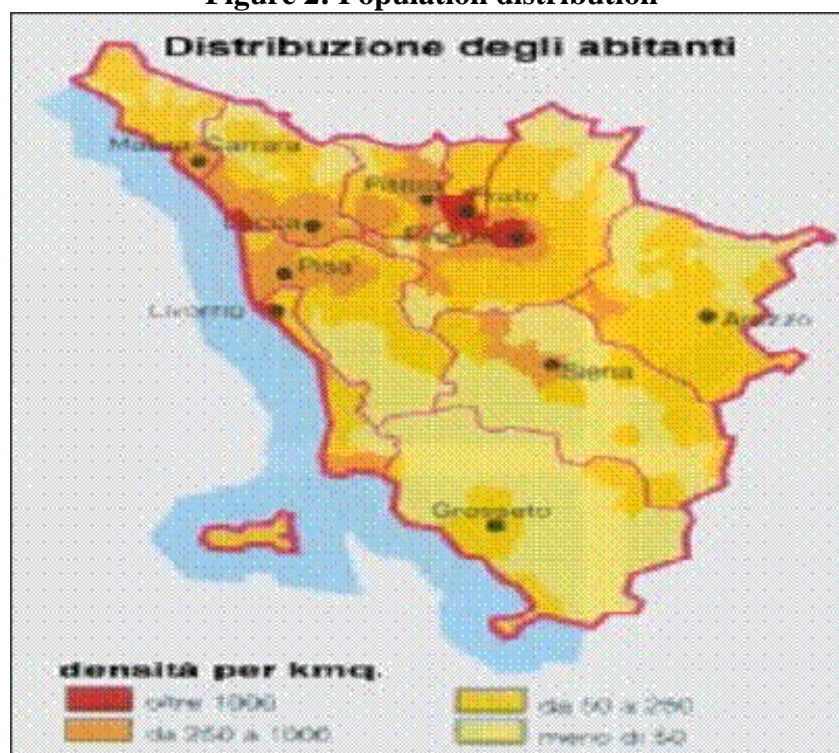
25% of the land is mountainous, specially in the northern board, 67% is hilly and only 8% is plain lands. Monte Pisanino (1,946 m), in the Apuanos Alpes is the highest mountain in Toscana. The main river in the region is the Arno river, which crosses Florence and Pisa.



The main economical activity is the agriculture, specially the growing of vineyards, olives, cereals, fruits and also cattle and sheep raising. The main industrial activities are mineral activities, chemical, mechanical, textile and glass. Tourism sector is very important in the Regione Toscana. Toscana was essentially the birthplace of the Italian Renaissance, and its artistic heritage includes architecture, painting and sculpture, collected in dozens of museums, the best-known of which is the Uffizi in Florence and are present in even quite small cities. Notable tourist destinations in Tuscany apart from Florence, includes Siena, Pisa, Lucca, the Maremma, the Crete Senesi, the Lunigiana and Garfagnana areas, and the island of Elba, the third island in Italy in extension.

The Regione Toscana is known for its wines (most famous of which are Chianti, Morellino di Scansano and Brunello di Montalcino) and has 120 protected regions (nature reserves).

Figure 2: Population distribution



Population is highly concentrated in the industrialized areas: Florence area, Prato, Pistoia, the South of Valdarno, the area of Luccchia, Versilia and valleys from Era and Elsa rivers.

Garfagnana, Mugello, Casentino y Val de Chiana are areas with a medium population density. The Appenninos, South areas of Siena and the Maremma are low density areas.

2. DESCRIPTION OF THE REGIONAL SOCIAL AND ECONOMIC CONTEXT

The distribution of the population by their age in Regione Toscana shows that there exists a high percentage of people over 65 compare to the average rate in the EU, but there exists also a lower percentage of young people, which shows the decreasing of the birth rate in the region.

Table 1: Age Structure of the population

| | % OF THE POPULATION AGED (2000) | | |
|------------------------|---------------------------------|-------------|-------------|
| | <15 | 15-64 | 65+ |
| <i>REGIONE TOSCANA</i> | 11.5 | 66.6 | 21.9 |
| ITALY | 14.4 | 67.6 | 18 |
| EU 15 | 16.8 | 66.9 | 16.3 |

Source: European Commission: Third Report on Economic and Social Cohesion. 2004.

The region produces the 6.8% of the total GDP of the country, which is the 7th largest participation after regions of Piemonte, Lombardia, Veneto, Emilia-Romagna, Lazio and Campania.

In the European context, Toscana has a considerably 22,7% (2002) higher of GDP per capita than the EU25 average, and 13,7% higher than the total national figures.

Table 2: GDP in Toscana

| | GDP per capita 2000 (PPS) EU15 = 100 | GDP per capita 2002 (PPS) EU25 = 100 | GDP per capita 2002 in EUR (PPS) |
|-----------------|---|---|---|
| TOSCANA | 114 | 122.7 | 25,335 |
| ITALIA | 102 | 109 | 23,083 |
| EU 15/25 | 100 | 100 | 21,170 |

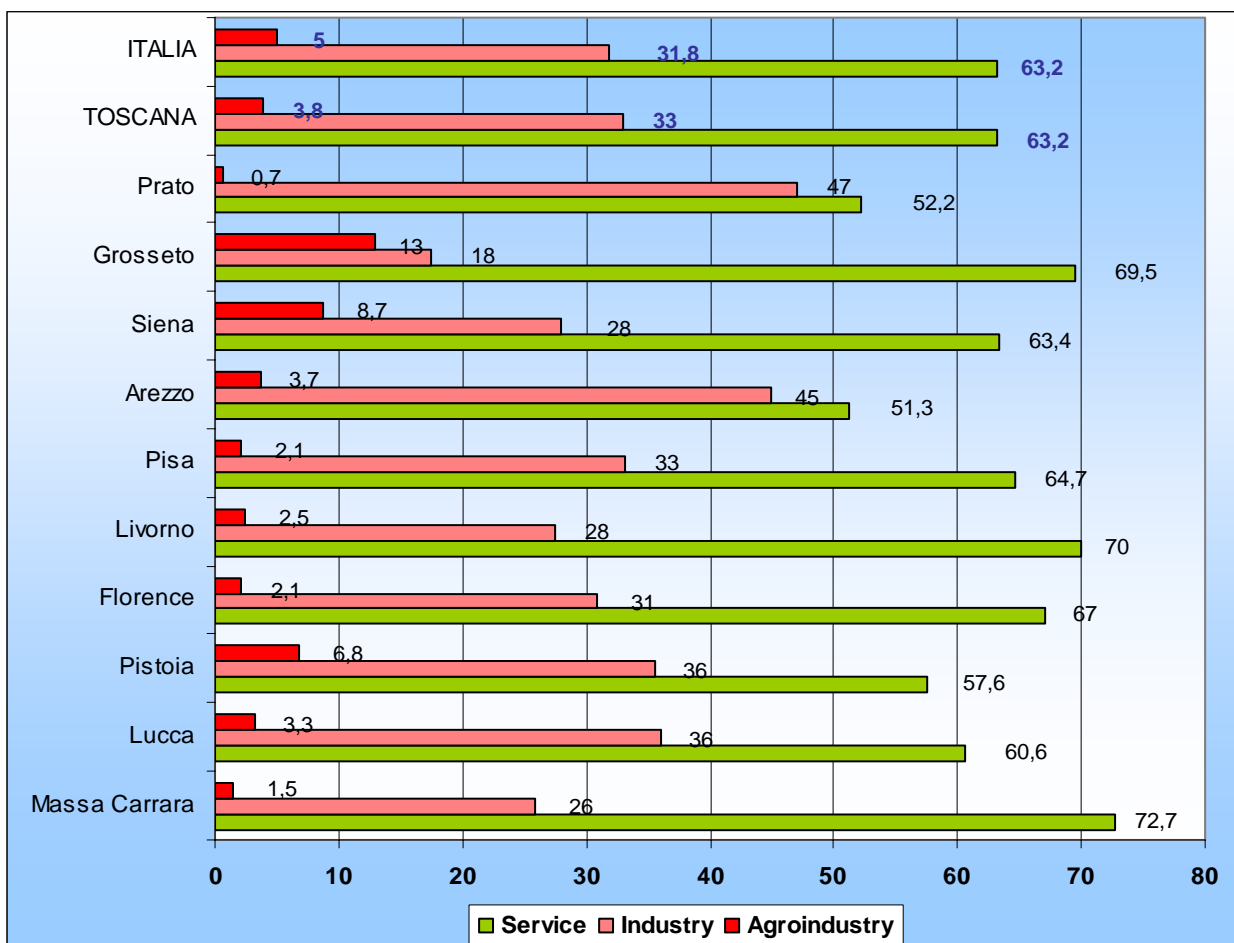
Source: Eurostat

Regional sector distribution of the employment shows the equivalence between Regione Toscana figures and the total national ones.

By provinces, there exist some differences that explain their sectorial distribution and main activities. In this sense, it is shown the importance of the agriculture sector for Pistoia, Siena and Grosseto provinces.

Industrial activities are located in Prato, Arezzo, Pisa and Lucca principally, and the service sector is particularly relevant for Massa Carrara, Florence, Livorno, Pisa, Siena and Grosseto.

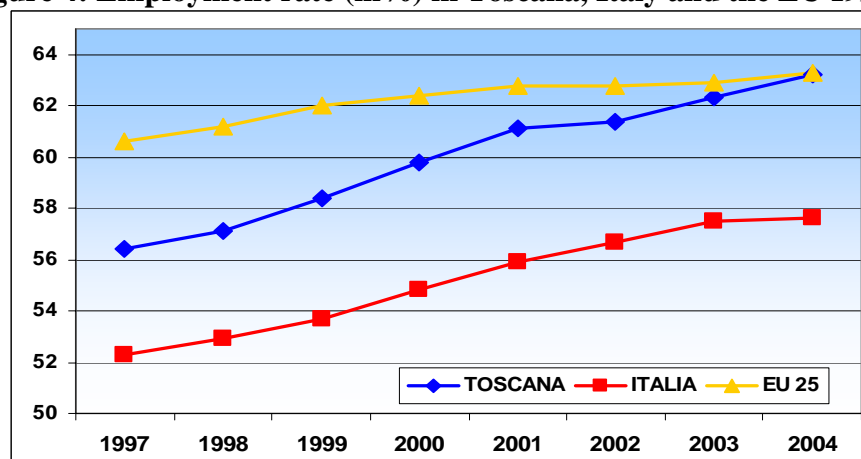
Figure 3: Employment per sectors in %: Regione Toscana and Italy.



Source: La situazione sociale della Toscana, Secondo Rapporto Censis. Formazione Educazione Lavoro 2002.

Employment rates in the region are equivalent to the UE25 average in 2004, after having increased constantly since 1997 approximating towards European average until 2004, and maintaining always a better position than the national average all these years.

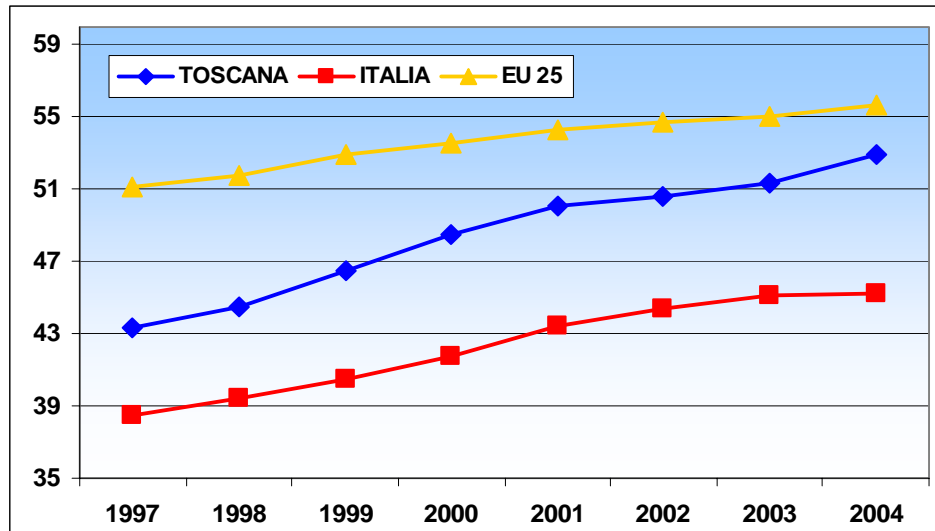
Figure 4: Employment rate (in%) in Toscana, Italy and the EU 1997-2004.



Source: La situazione sociale della Toscana, Secondo Rapporto Censis. Formazione Educazione Lavoro 2002.

Women employment rate also follows this tendencies, but have not reach the EU 25 rate yet, while the differences are getting smaller year by year. On the other hand, Italian figures represent more than 10% worst than the EU25 average, maintaining this distance year after year.

Figure 5: Employment rate – women (in %) in Toscana, Italy and the EU: 1997-2004

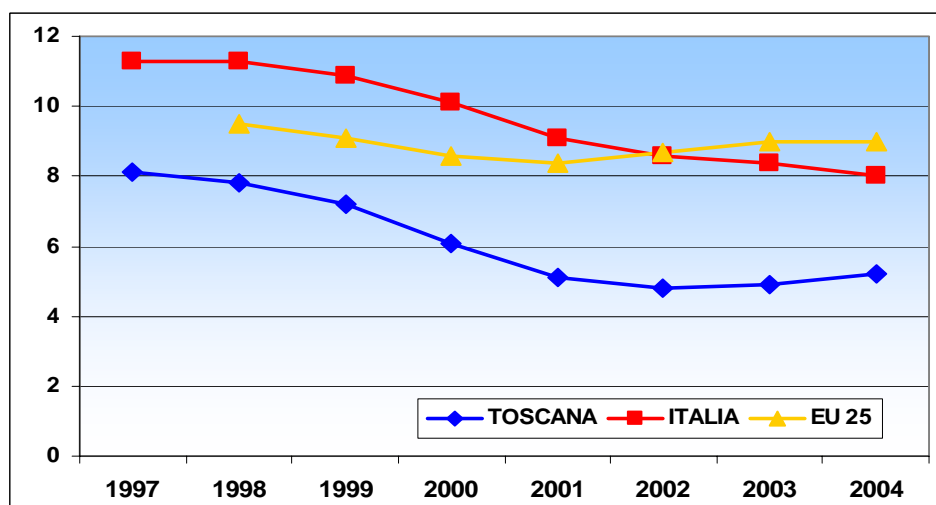


Source: La situazione sociale della Toscana, Secondo Rapporto Censis. Formazione Educazione Lavoro 2002.

The unemployment figures shows that Italian and Toscana rates have been continuously improving since 1997 similarly, but maintaining a constant 4% better rate for Regione Toscana. On the other hand, the EU figures have almost been stable with a 9% of unemployment rate in this period of time.

In this sense, Regione Toscana has already better rates than the EU25 figures since 1997, while Italian figures have reach and improved EU25 rate since 2002.

Figure 6: Unemployment rate (in %) in Toscana, Italy and the EU. 1997-2003



Source: La situazione sociale della Toscana, Secondo Rapporto Censis. Formazione Educazione Lavoro 2002.

With regards to **education**, the region shows an optimum infrastructure for education, with a ratio of pupils/classes that expresses similar figures for each of the provinces in the different Schools.

Table 3: Ratio pupils/class in Toscana provinces

| | Maternal Schools | Elementary Schools | Primary Schools | High Schools |
|----------------------|-------------------------|---------------------------|------------------------|---------------------|
| <i>Arezzo</i> | 22.1 | 15.9 | 20.2 | 18.7 |
| Florence | 23.6 | 16.8 | 21.4 | 21.1 |
| Grosseto | 24.6 | 18.1 | 21.9 | 20.9 |
| Livorno | 24.6 | 18.8 | 22 | 21 |
| Lucca | 25.7 | 20 | 21.8 | 21.5 |
| Massa Carrara | 24.6 | 19.3 | 21.6 | 20.6 |
| Pisa | 23.9 | 17.9 | 21.3 | 21.4 |
| Pistoia | 24 | 17 | 20.4 | 21.2 |
| Prato | 23.3 | 17.9 | 20 | 20.4 |
| Siena | 21.8 | 16.3 | 20.3 | 20.3 |
| TOSCANA | 24 | 17.9 | 21.3 | 20.8 |

Source: La situazione sociale della Toscana, Secondo Rapporto Censis. Formazione Educazione Lavoro 2002.

A the same time, the number of schools is proportional to the population of the provinces, that is to say again, that educational infrastructure is well developed in Regione Toscana.

Table 4: Number of Schools in the Region

| | Primary Schools³ | High Schools | TOTAL | % OF TOTAL |
|----------------------|------------------------------------|---------------------|--------------|-------------------|
| <i>Arezzo</i> | 250 | 38 | 288 | 11.51 |
| Florence | 438 | 56 | 494 | 19.75 |
| Grosseto | 180 | 30 | 210 | 8.39 |
| Livorno | 142 | 26 | 168 | 6.7 |
| Lucca | 296 | 33 | 329 | 13.15 |
| Massa Carrara | 166 | 30 | 196 | 7.83 |

³ Comprising, Maternal, Elementary and primary Schools.

| | Primary Schools³ | High Schools | TOTAL | % OF TOTAL |
|----------------|------------------------------------|---------------------|--------------|-------------------|
| Pisa | 284 | 27 | 311 | 12.43 |
| Pistoia | 167 | 21 | 188 | 7.51 |
| Prato | 97 | 13 | 110 | 4.4 |
| Siena | 182 | 25 | 207 | 8.27 |
| TOSCANA | 2,202 | 299 | 2,501 | 100 |

Source: La situazione sociale della Toscana, Secondo Rapporto Censis. Formazione Educazione Lavoro 2002.

On the other hand, Toscana has only a 10% of its population with a high educational attainment, and in this terms the region is situated the 234th position from a total of 258 regions considered in Europe. But this is an Italian structural problem, since Toscana figures are similar to total national figures.

Table 5: Educational attainment of persons aged 25-64 (% of total) 2002

| | Low | Medium | High |
|------------------------|-------------|---------------|-------------|
| <i>REGIONE TOSCANA</i> | 56.5 | 33.3 | 10.2 |
| ITALY | 55.9 | 33.9 | 10.2 |
| EU 15 | 35.4 | 42.9 | 21.8 |

Source: La situazione sociale della Toscana, Secondo Rapporto Censis. Formazione Educazione Lavoro 2002.

Regione Toscana has a higher rate of international students than the total national, specially in Prato and Florence, both of them with a strong Chinese community.

And particularly, these students come from Albania, China and Morocco. Specially Albanian students are presents in a high percentage of the total foreign students in 7 of the 10 provinces. The other cases are Chinese in Prato and Florence and Moroccan in Lucca.

Table 6: International Students.

| | TOTAL | % OF TOTAL STUDENTS | MAIN COUNTRIES | MAIN COUNTRIES % OF TOTAL FOREIGN STUDENTS |
|----------------------|--------------|----------------------------|-----------------------|---|
| <i>Arezzo</i> | 562 | 2.2 | Albania | 30.3 |
| Florence | 1.010 | 2.1 | Morocco | 24.2 |
| Grosseto | 986 | 3.2 | Albania | 49.6 |
| Livorno | 4.754 | 5.5 | China | 25 |
| Lucca | 1.633 | 6.5 | China | 50.1 |
| Massa Carrara | 719 | 1.8 | Albania | 26.3 |

| | TOTAL | % OF TOTAL STUDENTS | MAIN COUNTRIES | MAIN COUNTRIES % OF TOTAL FOREIGN STUDENTS |
|----------------|----------------|---------------------|----------------|--|
| Pisa | 1.484 | 3.0 | Albania | 33.5 |
| Pistoia | 1.786 | 4.4 | Albania | 28.2 |
| Prato | 1.286 | 4.3 | Albania | 39.6 |
| Siena | 664 | 2.6 | Albania | 18.4 |
| TOSCANA | 14.884 | 3.7 | Albania | 16.6 |
| ITALIA | 181.767 | 2.3 | Albania | 17.8 |

Source: La situazione sociale della Toscana, Secondo Rapporto Censis. Formazione Educazione Lavoro 2002.

The regions shows a high awareness regarding **social aspects**, such as the positive evolution towards a most solidarity way of life, as a constant point of view for every province in Toscana.

Table 7: Opinion for Toscana Society evolution

| | INDIVIDUALISM | SOLIDARITY |
|----------------------|---------------|-------------|
| <i>Arezzo</i> | 22.2 | 77.8 |
| Florence | 31.8 | 68.2 |
| Grosseto | 32.3 | 67.7 |
| Livorno | 27.9 | 72.1 |
| Lucca | 38.1 | 61.9 |
| Massa Carrara | 31 | 69 |
| Pisa | 30.4 | 69.6 |
| Pistoia | 23 | 77 |
| Prato | 38.5 | 61.5 |
| Siena | 35.5 | 64.5 |
| TOSCANA | 31.1 | 68.9 |

Source: La situazione sociale della Toscana, Secondo Rapporto Censis. Formazione Educazione Lavoro 2002.

At the same time, there exists a high social consciousness towards poverty, as it is the main social activity that people in Toscana should participate in, with a higher percentage than training or other social assistance participating.

Table 8: Opinion for a possible social activity participation, Regione Toscana

| | FAVOURABLE | DISAGREES |
|---------------------------------|------------|-----------|
| <i>TRAINING</i> | 88.7 | 11.3 |
| <i>SOCIO- ASSISTANCE</i> | 89 | 11 |
| <i>POVERTY FIGHT</i> | 94.4 | 5.6 |

Source: La situazione sociale della Toscana, Secondo Rapporto Censis. Formazione Educazione Lavoro 2002.

Regarding **immigrants**, in most of the provinces there exists a high perception of their importance for the region as a resource, with a total growing in Toscana from 2001 and 2003 of nearly 10% more of this perception.

Table 9: Percentage of people considering immigrants as resource

| | 2001 | 2003 | DIF. 2001-2003 |
|-----------------------------|-------------|-------------|----------------|
| <i>Arezzo</i> | 59.8 | 63.4 | +3.6 |
| <i>Florence</i> | 38.1 | 61.3 | +23.2 |
| <i>Grosseto</i> | 44.3 | 60.7 | +16.4 |
| <i>Livorno</i> | 55.8 | 58.6 | +2.8 |
| <i>Lucca</i> | 58.9 | 56.3 | -2.6 |
| <i>Massa Carrara</i> | 53.9 | 54.7 | +0.8 |
| <i>Pisa</i> | 40.2 | 49.6 | +9.4 |
| <i>Pistoia</i> | 51.7 | 48 | -3.7 |
| <i>Prato</i> | 38.3 | 47.1 | +8.8 |
| <i>Siena</i> | 31.2 | 36.5 | +5.3 |
| TOSCANA | 45.3 | 55.1 | +9.8 |

Source: La situazione sociale della Toscana, Secondo Rapporto Censis. Formazione Educazione Lavoro 2002.

3. POLICIES MANAGED BY REGIONAL GOVERNMENT

In the region, the objectives of the European Employment Strategy and the Lisbon Summit, the goals regarding

- Achieving full employment;
- Sustainable economic growth;
- Strengthening social cohesion.

are attended by a variety of regional policies and projects in Toscana.

3.1 Achieving full employment

Some specific projects and support schemes respond directly to one or more of the specific objectives in order to achieve full employment:

- Job creation:
- Employment of older workers;
- Increasing female employment;
- Youth employment.

In general terms, the main strategies and policies carried out in the region focus on job search and personal counselling services of unemployed people by setting up the study of prototypes for the establishment of **Employment Centres** for the Regione Toscana.

The purpose of the setting up of a prototype of **Employment Centres** for the Regione Toscana, has been the creation of a guide to start off the projects which will have to be specially carried out for each Employment Centre. The fact of making available a guide to prototype examples aims above all at rendering the setting up of the Centres in the region where this service will be carried out, the more homogenous possible.

The homogeneity will make them easier to recognise and will stress the way in which they are coordinated in a network which extends beyond the provincial areas. What can appear to be a superfluous indication to a planner is not so for others and that this research on Employment Centres is addressed both to the person who will be in charge of designing them as well as to those who will make use of them by carrying out with dedication and continuity their daily activities. Numerous experiences have demonstrated that in cases in which similar guides had been created and distributed the effects had always been positive.

In order to make more effective **access** of **women** to the labour market (project Edicula Lari) throughout the offer of specific services, two main actions there have been promoted:

1. Different models of nursing have been defined and experimented inside the work places.
2. "Domestic nursing" model have been defined and experimented in private agencies.

This project has been implemented in cooperation with other Italian regions (Lazio and Piemonte) in order to facilitate an interregional learning process and to spread positive experiences across various Italian regions. This increases the opportunities for later mainstreaming of these initiatives in overall national and regional policy schemes.

The **key factors for success** of past and current projects are especially

- Cooperation between local and regional actors;
- New forms of intervention as strategic planning, learning from other regions, bottom-up approaches;
- Opening new areas for job creation, such as social enterprises and social economy.

The main regional actors in the field of employment and training are: the Regional Authorities, the provincial institutions and the local entities, as well as social and non-profit actors such as syndicates, business associations, etc. The coordination of these actors and between the private and the public side are well developed through the system of “Concertazione” (to be explained further in the Governance section of this report).

3. 2. Sustainable economic growth

The main **strategies and policies** carried out by the region concern the fields of:

- Innovation strategies;
- Investing in lifelong learning.

One part of effective policy approaches are the **Regional Innovation Strategies** and Projects (RITTS and RIS+) which have been implemented in Toscana since the late 1990s. These approaches helped to introduce a well-functioning regional network of innovative actors and to establish new support infrastructures such as Technology Centres. The approach and the projects which have been implemented considered also regional particularities and included, for example, the promotion of technological innovation and research in the field of protection and restoration of architectural heritage, historic and cultural goods, which is obviously very important in the Toscana.

On the other side, the promotion of **life-long learning, the improvement of skills and the support to new learning methods** (eLearning, online tools, etc.) has become one of the important pillars of regional policy in Toscana. The focus on the life-long learning aspect emerged through the participant in the European network EAR-ALL which induced an important political and social commitment to this topic. In fact, in January 2006 the Regional Plan for Life-Long Learning will be presented as the first Plan of such characteristics in Italy and among the first in Europe. In the context of this Plan, the Region of Toscana will promote an integrated approach to Life-Long Learning, including education, training, labour and employment, economic, innovation and research policies at regional and local level.

The following examples of initiatives and projects show the wide array of activities and the commitment of Toscana to improve its knowledge base in this particular field:

There have been developed activities to promote **continuing training and education facilities, Systems of lifelong Learning (Study Circles), and on-line training (TRIO)** promotion. These tools look for empowering an effective lifelong learning system as the basis of a knowledge-based society.

With the purpose of responding the demand of very skilled human resources in short times in the area where the Higher Technical Education and Training IFTS (Vocational Training Centres) are organised, a policy for supporting **post-university continuing education** with regard to Master and Doctorate studies has been developed under the responsibility of the University, and with the participation of Technical Higher Schools, Private Training Agencies, Enterprises, Trade Unions. The assurance of a high level of quality and the introduction of a system of widely acknowledged competences are main elements in the promotion of Master and Doctoral careers and degrees.

The **Study Circles** have been carried out to respond to this demand. The Study Circles are composed by a group of citizens having a common interest in specific fields to face new challenges, and receive the assistance of a tutor, location, pedagogic tools and main organisational actions. So as to induce the demand of this activities, public and private cultural Associations and social players have been also involved, and communication campaigns have been elaborated, Information desks and a Web site. Most of the participants have been professionals, employees and retired people, as well as unemployed people. This project is financed by European Social Funds, and is participated by the Territorial Public Authorities, the National Education System, Private training Agencies and Citizens, and has been developed in all of the provinces of Regione Toscana.

TRIO, short for Technology, Research, Innovation and Orientation, promotes the Regional system of life-long learning through the supply of a regional eLearning system. It is a free on-line instrument for individual continuing training for a wide range of public, employed, unemployed, citizens, firms, education centres, etc). There have been set up Web Learning Points (WLP) for improving connectivity to citizens. The integration of specific didactic material is another key factor of this system. The system offers a whole range of possibilities for learning and a more equal and open access to information than former tools. Until this moment, 21.000 users have registered in TRIO, 19 tele-learning points have been set up, 450 training products are on-line, and services such as the on-line tutorial and the videoconference system are working. The project has a long-term perspective and shall reach its full range of impacts until 2008.

3.3. Strengthening social cohesion

In the field of promoting social inclusion and the promotion of equal opportunities, the focus is on the following areas:

- Strengthening social inclusion;
- Increasing adaptability of workers and enterprises (anticipating and managing economic changes and restructuring).

Comprehensive approaches are implemented at local level in particular by non-profit and non-governmental organisations, the public sector covering the basic needs and demands of specific population groups.

Support schemes with regard to disadvantaged groups such as immigrants, long-term unemployed or single-parent families include personal counselling for employment and educational needs, training (computer skills, language, etc.), health care, information and mediation with legal issues (funding, finding a job, etc.), day care centre for children or elderly people, help at home (food on wheels) for elderly, etc.

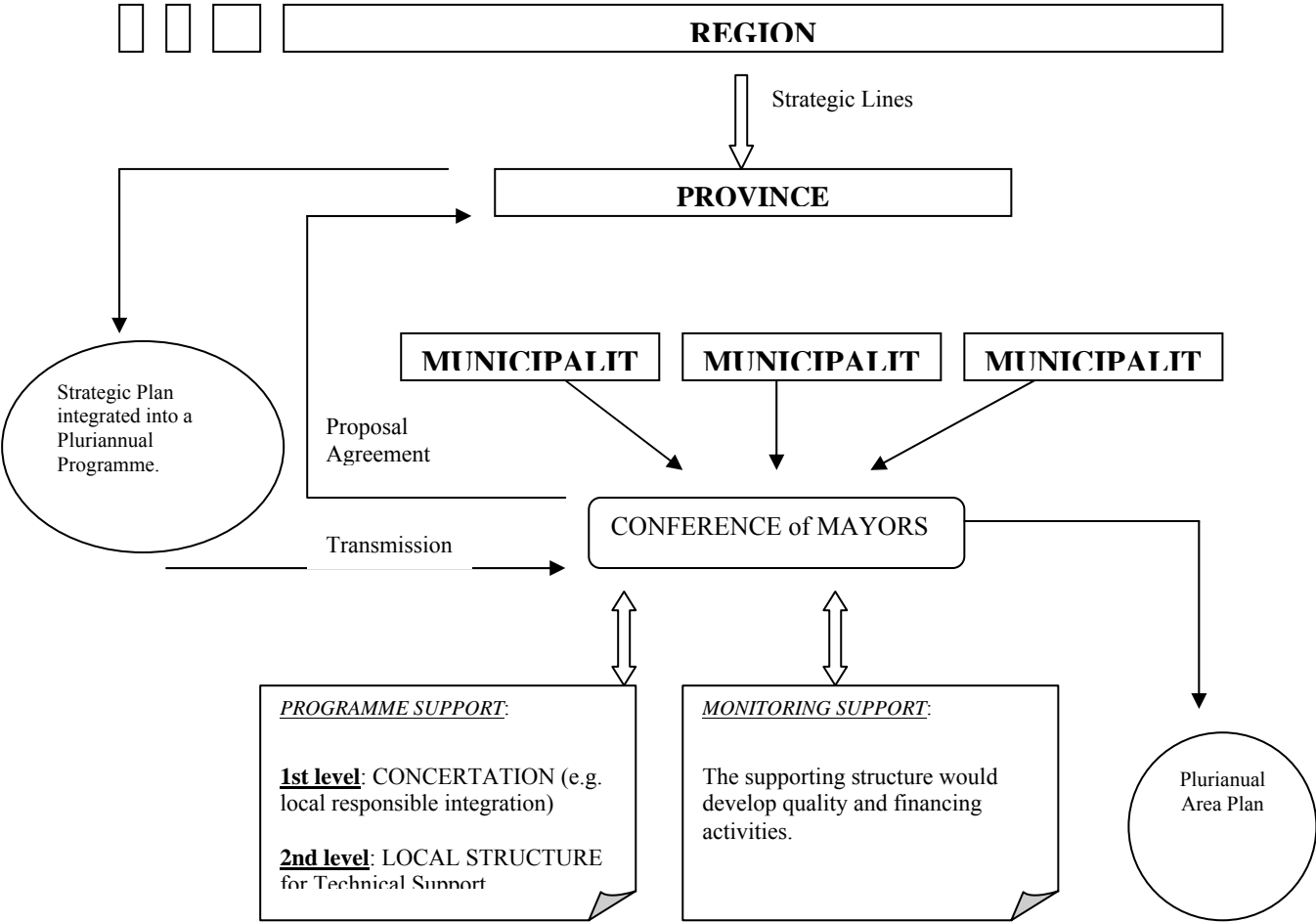
A specific project which tries to fight the problem of immigrants lacking skills and therefore with problems to find a job and to be accepted in society is the **initiative SRI LANKA**. In this project, the region of Toscana works together with the Italian Ministry of Labour and the Sri Lanka Ministry of Labour in order to support vocational training already in the home country of interested persons and future immigrants. By now, 50 beneficiaries have been trained as “family assistant” and have received a specific certificate. In a final phase, the trainees may travel to Italy and work there in their job in day care and care of the elderly Italian families. The project is currently operative in the provinces of Firenze, Pistoia, Prato and Siena.

Another project focuses especially on immigrant non-EU workers who work in the primary sector, predominantly without legal papers or contracts. In order to improve their legal situation and to allow them to receive basic security and health insurance, the project **FORESTS** tries to involve immigrant workers in vocational training schemes. Through the improvement of their skills and the qualification the workers which work in the Tuscany woods and forests get incentives to become regular workers and to find legal jobs.

Overall it is interesting to observe that initiatives which fight social exclusion in Toscana do not use interim solutions or back-end projects, but try to solve existing problems at their origin (in home countries of immigrants, through vocational training for young immigrants). This presents a good practice which can and should be used in other regions.

4. GOVERNANCE

Cooperation and coordination takes place at regional level, in a horizontal direction as well as in a vertical direction. A good example is the process of regional concerted programming of local and provincial development issues, which are agreed and approved in annual and multiannual programmes for aspects such as schools, infant services, vocational dual training, economic categories, sport associations, non-profit social associations, etc.



Regional governance is well developed and includes a regional level, the provincial level and the local level (horizontal coordination). On the side, social actors, private and public key players of different competence areas are also integrated in the programming process (vertical coordination).

Another example for the well-functioning cooperation at regional level is the approach used within the context of the Tuscany regional policy for innovation and technology promotion. Here, the definition of “local innovation districts” and the explicit use of dialogue and networks as governance instruments enhanced the positive impact of European innovation projects such as the project RITTS Toscana and the follow-up RIS+ Toscana.

The development of innovative clusters and its interaction through regional support organisations and networks became already one of the key factors for success in the late 1990s and translates today in a wealthy regional economy with relatively low levels of unemployment and social exclusion.

5. GOOD PRACTICES AND INNOVATIVE PROJECTS

The strengths which contributed to the success of Toscana in its promotion of new training and employment initiatives, of life-long learning and business support are the following:

- 1) The region tries to define or to identify for each project and new initiative a **European perspective**. In this context, the region tries actively to learn from other regions and other EU countries and to implement interesting ideas to the Italian-Tuscany context.
- 2) The policies and projects which are implemented **respond to existing demands** and are oriented towards the specific needs of the final beneficiaries. This factor guarantees already from the beginning a higher chance for success and positive impacts. In addition, **problems** such as illegal employment and social exclusion of immigrants are attacked **at their very origin** (in the home countries, offering vocational training for young immigrants).
- 3) The very **system of governance and of active agreement** between horizontal and vertical levels (presented in the chapter before) helps to coordinate actions, to plan for a medium and long-term period and to achieve consensus on important issues which deletes later problems of coordination.
- 4) The **focus on quality** in each project and programme, integrating monitoring and evaluation systems in specific policies, helps to steadily improve policies and project results. According to each type of projects, quality approaches such as ISO and EFQM certifications, Balance score Card or self-evaluation based on additional criteria are used.
- 5) The **active integration and cooperation between policy areas** which were traditionally separated but require now mutual understanding and promotion, such as education policies (school education, vocational training, initial and continuing training), research and innovation policies, employment policies. In order to develop a real regional policy of innovation based on knowledge management and life-long learning requires the adaptation and integration of all these policy areas, which is one of the goals of Toscana regional development approaches.

These factors are the main factors for success in the region of Toscana.

Relevant innovative projects and good practices which have been described earlier are, for example:

- Project Edicola Lari
- The eLearning tool TRIO which supports online and life-long learning.
- Project Study Circles
- Project Sri Lanka.

6. CONCLUSIONS

In Italy, the level of regional authorities and institutions is quite important for regional development and the promotion of employment and training. National level constitutes the overall legal framework for action, however, regional initiatives and actors eventually make a difference.

Regional approaches to policies and projects have been particularly efficient in the field of training, skills and life-long learning on the one side, and in the field of innovation and business support on the other side. In both areas, regional strategies and approaches have been initiated by innovative EU projects or networks. Moreover, wide regional cooperation between public and private key players could be initiated in both areas and led even to new regional strategies.

Toscana learned from European Regions, not only in projects with partners but also through the wider EU framework which permits the transfer of knowledge and of good practices through many EU-funded policies. It must be highlighted that effective regional cooperation was initiated in each case by EU projects, initiatives or innovative actions.

Next steps for the future could be the transfer of good practices to other – less successful – regions in Italy. Furthermore, the region will continue its way towards the fulfilment of the Lisbon goals on which already huge steps have been taken in the right direction.

ANNEX:

Interviews carried out in the region:

5 October 2005:

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