



EC Structural Funds

ITALY

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# Single programming document 1994-99

**Objective 4: Facilitating the adaptation of workers to industrial change and to changes in production systems**  
**Regions not covered by Objective 1**



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# INTRODUCTION

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On the occasion of the revision of Community regulations on the Community Structural Funds (CSF), a new objective was introduced, known as Objective 4. Its purpose is to make it easier for workers of both sexes to adapt to industrial change and to changes in production systems.

Article 1.2 of Regulation (EEC) No 2084/93 specifies the activities which the Social Fund supports within the scope of Objective 4.

The Italian Plan for Objective 4, relating to the regions not covered by Objective 1, drawn up by the services of the Ministry of Employment in consultation with the regional Governments and taking into account the opinions of the social partners, referring to the programming period 1994-99, was submitted to the European Commission on 21 December 1993 as required by Article 6 of Regulation (EEC) No 2082/93.

It contained a request for total funding (Objectives 3 and 4) of ECU 2 162.12 million at an exchange rate of ECU 1 = ITL 1 850, compared with an effective budget for the same geographical area, for Objectives 3 and 4 together, of ECU 1 715 million. Distribution of total resources between the two Objectives, as requested by Italy, was 75% for Objective 3 and 25% for Objective 4.

The actual total financial allocation for Italy was ECU 1 715 million, of which ECU 1 316.25 million (equivalent to 77% of the total available resources) was absorbed by the CSF of Objective 3 and ECU 398 750 by the CSF of Objective 4 (equivalent to 23% of the total available resources).

The Plan covered the regions of the Central North and of the South. In this connection, it is worthwhile recalling that projects of the Objective 4 type were arranged, in connection with the regions of the South, in the Objective 1 CSF for a total of ECU 272.5 million.

The Italian Government has subsequently submitted to the Commission a number of regional and multiregional programmes. On the basis of the plan and the programmes, the Italian authorities and the Commission have agreed to adopt a single programming document.

The Objective 4 SPD sets the part-financing rate for the Social Fund at 45%, and the private sector contribution during the six-year period must be not less than 20%. This rate is understood to refer to the activities envisaged by Priority 2 and all those envisaged by Priorities 1 and 3 in which there is a company or social interest.



# Chapter 1 — Economic context and employment market in Italy

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## 1.1 Analysis of the socioeconomic context

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### 1.1.1 Changes in the industrial sector

In the decade 1981-91, the structure of the Italian economy saw a substantial reduction in the number of people employed in the industrial sector, with a corresponding growth in the importance of the tertiary sector within the economy as a whole. This phenomenon, which incidentally is common to all the Western countries, has worrying aspects in the case of Italy: first, because of the rapid tempo at which the restructuring of the employment pattern took place, and the brief period of time within which it was concentrated; and secondly because the relative shrinkage of industry began at a time when Italy had not yet reached the same levels of industrialization as the main countries of Europe, especially as far as the southern regions were concerned.

In the territory of Italy as a whole, business units with more than 1 000 employees saw a reduction in jobs, in the 10-year period between censuses, equivalent to almost 60%. As regards the regions of the Central North, the number of jobs in enterprises of this size declined from 1 102 786 employees in 1981 to 471 538 employees in 1991, a reduction of 57.2%. The Italian plan identifies the sectors which present the greatest problems. If the records of the Income Supplement Fund are taken as the reference base, the main crisis areas are: mechanical engineering, metal-working, chemistry, construction, textiles and clothing. On the other hand, on the basis of the number of early retirements, there is a relative downturn in manufacturing industry as a whole and, especially, the iron and steel sector. Finally, if we consider the so-called at-risk jobs, the sectors with the greatest exposure are: mechanical engineering, chemistry, metal-working, textiles, clothing and construction.

This is the result of the extensive changes in production processes implemented by large-scale enterprises in the first half of the 1980s. The restructuring programme was based on the need to make the production structure more efficient in terms of costs and product quality, and the need to restore flexibility to the production operation.

As a consequence of these necessities, demand for labour underwent a profound change. The large-scale enterprises aimed at increasing productivity and reducing production costs, partly by replacing the labour factor with investment and partly by massive recourse to the Income Supplement Fund and early retirements. The reorganization of production was also achieved by way of decentralization of production operations, which in turn contributed to the expansion of unofficial working. The removal of entire stages of production from the enterprise encouraged, in particular, the springing-up of small-scale production units which work to order and frequently resort to insecure forms of working (home and part-time workers and, more generally, casual labour).

### 1.1.2 Tertiariation of the economy

The 1980s were also marked by the gradual tertiariation of the economy, which has to be regarded not in isolation but in close association with the deep-seated changes which affected the other sectors of production.

The hiving-off of certain service activities which had previously been carried out within the enterprises (marketing, information systems, organization, etc.) encouraged the growth of an innovative tertiary sector able to offer support services to manufacturing industry.

The development of tertiary services with a high quality content bears witness to the way in which the processes of restructuring made a substantial contribution to the new order in the employment market, in both the industrial and tertiary sectors.

At the beginning of the 1990s, however, the tendency for enterprises to undertake policies of the labour-saving type seems not to have come to an end, and people in regular employment — in other words the blue-collar workers — are still being laid off by the large-scale enterprises while recruitment of workers into tertiary activities and smaller-scale production units still continues.

## 1.2 Evolution of the employment market in the 1990s

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### 1.2.1 Demographic trends

The major crisis in demand, and the relative reduction in the numbers of new entrants into the employment market, have resulted in a notable ageing of the workforce, the extent of which differs in the various areas and regions of the country.

Whereas workers under the age of 30 account for 26.9% of the total workforce, this figure is 29.4% in the North, 24.1% in the Centre and 24.5% in the South.

As regards age groups, the main concentration is in the 30-49 age band (the figures being 50.2% in the North, 51.2% in the Centre and 52.3% in the South; national mean 51.0%). The 14-24 and 25-29 bands are substantially the same (respectively: 14.5% and 14.9% in the North, 10.6% and 13.5% in the Centre, and a national mean of 12.7% and 14.2%).

### 1.2.2 Employment numbers per sector of activity: number of male and female employees

Women are concentrated in the tertiary sector, and predominantly in the field of non-marketable services, in which they differ significantly from men. Women are also virtually unrepresented in the construction industry, and there are considerably fewer women than men working in industry in the strict sense.

The figures recorded in 1992 were:

**Table 1** (%)

Sectors	Men		Women	
Agriculture	North	6.0	North	4.8
	Centre	5.4	Centre	5.6
Industry	North	31.9	North	25.9
	Centre	20.1	Centre	17.8
Construction	North	12.0	North	1.8
	Centre	11.4	Centre	1.3
Trade	North	20.4	North	24.2
	Centre	21.5	Centre	25.2
Others	North	29.7	North	43.4
	Centre	41.6	Centre	50.2

### 1.2.3 Evolution of the workforce in terms of educational level

An important aspect of this subject relates to the trend of employment by levels of education, where — especially among the younger age groups — there is a definite reduction in the less-well educated band and an increase in the better-educated band (graduates). However, the improvements have been less than expected and have had little effect on the areas of intermediate qualification. These changes, in fact, are strongly influenced by the sector and, in particular, by the area of production in question.

The comparative figures for 1991-92 can be set out as follows:

**Table 2**

	14-24	25-29	30-49	50-59
No qualification and primary school certificate	- 14.4 %	- 16.0 %	- 9.7 %	- 4.0 %
Junior secondary school certificate	- 4.2 %	+ 5.1 %	+ 5.7 %	+ 5.1 %
Senior secondary school certificate	- 9.4 %	- 0.4 %	0.0 %	- 0.9 %
Degree	0.0 %	+ 3.8 %	+ 4.5 %	+ 6.5 %
Total	- 6.3 %	+ 1.6 %	+ 0.4 %	- 0.7 %

### 1.2.4 Employment numbers per size category of enterprise

The Italian Plan undertakes an initial reconstruction, based on the estimates of the 1991 General Census, of employment numbers in terms of enterprise size category. This clearly shows the distinct reduction in the number of larger-scale enterprises, in favour of smaller-scale production units: the average size of enterprises, in 1991, was equivalent to barely 4.7 employees in production activities as a whole and 7.7 employees in the industrial sector.

From the point of view of the activities included in the Plan, this employment structure has significant consequences:

- it reduces the importance of the 'internal employment markets' and the influence of policies for managing and maintaining the workforce, which are typical of large enterprises;
- more complex arrangements for monitoring change become necessary, with reference to a situation which is more diffuse and heterogeneous than in the past;
- the instruments for forecasting forms and patterns of innovation in production and organization need, at the same time, to be redesigned and adapted for a scenario which is strikingly different, as regards both sectors and scale, from that experienced in the 1980s.

The Plan includes predictions of employment numbers by age group and sex for the five-year period 1992-97. In particular, two scenarios are postulated: one in which demand for labour is maintained constant over the entire five-year period, and one in which it increases at an average growth rate of 0.4% per year.

In general terms, it is also necessary to take into consideration certain changes which have already begun to take place:

- (a) the processes of privatization, which will not only tend to eliminate any excess but will also require new patterns of organizational behaviour by the workforce, especially at the highest levels of training and responsibility;
- (b) the phenomena of employment crises which have arisen more recently have also hit the managerial level, as a result of the restructuring programmes in the industrial sector. This is in fact a market segment which has traditionally been marked by high levels of spontaneous mobility, hitherto organized on the basis of informal networks more or less guaranteed by *subjective credentials*, which today can be seen as the mark of a crisis in demand, by the need for regulatory mechanisms and external guarantees, and, above all, by the need for formal certification of training;
- (c) the sectoral crises hitting the large publicly and privately owned enterprises;
- (d) a need for qualifications is also being expressed in the public sector, in the quest for greater efficiency in government institutions, including local authorities;
- (e) the birth and growth of new *professional profiles* which tend:
  - to reduce the number of levels in the hierarchy, resulting in an increase in coordinatory and supervisory functions even for traditionally technical personnel;
  - to increase customer relations functions, especially in the advanced tertiary sector;
  - to increase, in industry and especially in large-scale industry, the dynamic of working hours spent *on* the product, thanks to the introduction of new technologies with a consequent increase in functions associated with design, planning and quality control;
  - to disperse, in the small-business and crafts sector, the entrepreneurial functions away from the single figure of the proprietor into the hands of other employed workers.

Retraining needs, therefore, are increasing for all personnel.

## Chapter 2 — The strategic approach of the Member State as outlined in the Plan

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The central problem posed by the Italian Plan for Objective 4 is that of gradually setting up a national system of continuing training, capable of identifying the present and foreseeable professional needs of people in employment, so as to be able to supply them with a service designed to protect their employment status and to interact with the system of enterprises involved in the production of goods and services.

This is regarded, in the specific Italian context, as the most appropriate response to the aims of Objective 4, which proposes a horizontal scheme extended throughout the economy and directed at workers of both sexes whose jobs are under threat or whose professional qualifications have become obsolete as a result of industrial changes.

The Plan sets out the reasons for this choice and analyses the problems and obstacles that will be encountered as a result of such a choice. The scenario outlined can be summarized by arranging the stated problems around two questions: Why continuing training? and Why a system?

### **2.1 Continuing training: the reasons behind the choice**

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As regards working life, a distinction can be made between two types of training, according to whether it is intended for persons who have not yet entered the world of production or for those who already have a job. The two types of training serve essentially different purposes: the first is principally designed to prepare young people to deal with entering the employment market (basic training); the second is designed to enable those who have found a job to keep it and/or to improve their own positions (which is referred to as continuing training).

In recent years, there has been increasing awareness in Italy, among the public bodies responsible for the active employment policies and among the social partners, of the importance of an organic scheme, financed by public resources, which enables workers to change their own professional skills throughout the entire span of their lives in order to adapt to changing production requirements, as a form of 'continuing training'.

This awakening of interest in in-service training derives, to a large extent, from the realization that Italy was lagging behind in this specific sector. Unlike the other major states of Europe, in fact, Italy has neither developed any legislation which relates specifically to continuing training and provides a coherent system of arrangements which meet the needs of people in employment, nor developed a practical system which might have given rise to established structures and methods.

The very concept of 'continuing training' is the subject of a debate which still continues. 'Continuing training', or 'lifelong training' to use a term which is regarded as equivalent and, moreover, is more frequently used, is considered to cover a broad range, comprising both schemes intended for people in employment and those directed at the unemployed, with only basic training schemes being excluded. For this reason, these terms refer to all activities intended to enhance the cultural and vocational status of workers, or to improve their qualifications, or to retrain persons who are undertaking or who have previously undertaken a working activity and who, therefore, are already in possession of specific know-how.

The absence of a really coherent scheme of 'continuing training' promoted by the public authorities is not due to any lack of references in the laws defining the reasons for and general establishment of government action in the field of training.

If we look back to Article 35 of the Constitution of the Italian Republic, which can be regarded as the foundation for policies designed to enhance the vocational qualifications of people in employment in order to protect their positions, we find, in fact, that it specifies that it is the duty of the Republic to attend 'to the training and career advancement of the workers'.

Presidential Decree 616/77 which, implementing the constitutional provision, defined the specific powers of the regions with regard to continuing training, illustrating the various types of training with which regional authorities were required to assist, defined them as: '... services and activities for the purposes of (...) supplementary training and vocational (...) retraining, for any professional activity and for any purpose, including continuing, lifelong and regular training'.

In Framework Law 845/78, moreover, vocational training was understood as being all activities '... intended to propagate the theoretical and practical knowledge necessary to undertake professional activities, and directed towards the initial finding of employment, qualification, requalification, updating and specialization, within the context of lifelong training'.

The two abovementioned legislative texts link the complex scheme of initial and continuing training activities to a single institutional system under which the regions are the authority vested with primary jurisdiction in the matter of initial and continuing vocational training.

The only exception made by the legislator relates to courses which lead to a school, university or post-university academic qualification or diploma, these being the preserve of the central authority within the framework of the public education system.

The Italian model, then, can be seen to be characterized by entrusting the design and management of a complex system of training schemes to a level of control which is closely based on territorial identities. The function of this system is to constitute the link between

academic education and the working world for those who have yet to embark on a productive role and to update, increase or modify the professional knowledge and skills of those who have previously had work experience.

The legislative framework on which the model is based assumes that the tasks of controlling and managing vocational training will be integrated into an efficient (national and regional) system of programming, monitoring and verification of the activities carried out. It also assumes the ability on the part of the regions to set up continuous coordination with the other public authorities existing within the territory (provinces and municipalities), with those acting at national level and with the social partners.

In actual practice, the regional training systems have followed paths of development which diverge from the pattern laid down in the legislative texts.

They appear, today, to be focused on basic training. They reproduce organizational models which are borrowed from the education system; they have little ability to interpret and satisfy the specific needs of those already playing a production role, or to relate with the complex and diverse needs of that role. Only a few regions have been able to develop a useful approach to continuing training.

The main reason for the absence of any really considered continuing training activity — which, with a few notable exceptions, is currently regarded as the most serious short-coming of the range of training services financed from public funds — in fact lies in the absence of any national legislation to define the scenario within which the regions are to operate, the relations between the social partners and their responsibilities, and which allocates an appropriate volume of financial resources to such activities. The effect of this has been that regional schemes directed at those in employment (which have never reached the critical mass which would make it possible to prefigure a system) have been strictly dependent on the regulations and grants of the ESF and the national Rotational Fund under Law 845, which represents the principal source of financing outside the regional budgets which allows access to Community provisions. The changes in European legislation, and especially the shortage of ESF financing with effect from 1990 for initiatives in favour of those already in employment (restricted, between 1990 and 1993, exclusively to the Objective 2 and 5b zones, which represent a small part of the territory of the regions of the Central North), have prevented the consolidation of experience or the establishment of any structures.

The proposal for a Community objective intended to 'facilitate the adaptation of workers of either sex to industrial change and to changes in production systems' is therefore regarded as a valuable opportunity to supplement the framework of training schemes intended to give tangible form to the right to work and the career advancement of workers, enshrined in the Constitution.

The fact that the problem has reached an advanced stage is confirmed by the fundamental role attributed to training and retraining of the workforce in the agreement of 23 July 1993 between the Government and the Social Partners, which, *inter alia*, emphasizes the need '... to devote the financial resources obtained from the 0.30% levy on enterprises (Law 845/78) to continuing training, over and above the provisions set out in Decree Law No 57/93, preference being given to this action priority in the future reform at Community level of the European Social Fund' (see text of the Agreement of 23 July 1993, Chapter 4, Article 2, paragraph (h)).

In addition Law 236/93, which recapitulates some of the statements contained in the abovementioned agreement, provides regulations in favour of continuing training, updating of skills or retraining, for providers of vocational training; continuing training schemes for workers employed in undertakings benefiting from the special integration scheme; and

retraining or updating of vocational skills for employees of firms which contribute not less than 20% to the cost of the scheme.

Growing awareness of the urgent need for broadly based government action is also determined by consideration of the 'training deficit' apparent from the statistical data relating to the employed population in terms of academic qualification and type of activity.

On the basis of the sectoral data, it is apparent that, in industry, about 80% of employed persons have an academic qualification no higher than the lower secondary school leaving certificate. Of these, 36% have only the primary school leaving certificate. The situation is somewhat better in the services sector, where the percentage of persons with a lower academic qualification (compulsory education) falls to 54.4, largely because of demand within the Civil Service, which favours holders of diplomas and degrees.

A development strategy focusing on human resources would make it necessary, in the view put forward by the Italian Plan, to extend public investment in training (characteristic of the educational system) within the secondary sector, which has hitherto been limited to a band which varies according to the sector but averages around 20% of those in employment, to a potential recipient group equivalent to about two thirds of the company workforce, simultaneously providing a minimum of training per year for all employees.

The Plan therefore seeks to integrate the specific aims of Objective 4 into a broader field of problems. It does not represent an integration of existing schemes, but becomes a starting point for training policies which are felt to be urgently needed but are not as yet supported by any legislation.

The availability of Community resources is thus intended to '... support, initially, the national continuing training strategy' (see Plan section 3.2, page 38). Although the volume of financing available under the new Objective is not large, what is most important '... is the great potential for innovation and room for manoeuvre available today in planning a system of continuing training opportunities virtually from scratch' (see Plan, section 3, p. 37).

## **2.2 System orientation: current situation and prospects**

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In the absence of any systematic government action to promote continuing training for persons in employment, a range of training services has developed at enterprise level, the features of which can be summarized as follows:

- these services are primarily oriented toward the introduction of new recruits (supervised training) and the specific retraining of specific vocational groups, usually at medium-high level;
- they are therefore less a continuous personnel management policy than a series of 'spot' activities intended to be applied at specific times in an employee's working life or in connection with specific production requirements;
- they are the prerogative of large-sized enterprises, oriented toward innovation and operating, for the most part, in the tertiary sector. The scheme is also one which tends to be 'frozen' at times of crisis, at least in terms of resources invested;
- in cases of external mobility, it often acts more as a social shock-absorber, agreed upon between the social partners involved (enterprises, unions, State), rather than a genuine instrument of guidance and retraining.



Government training schemes have been conditioned, as mentioned earlier, by the availability of Community resources and have had a limited impact on some types of activity and on some geographical areas. They have, at all events, been episodic and isolated in nature.

On the basis of this experience and of '... the full awareness of the need to develop a training system which meets the needs of the productive system and the workers ...', the Plan looks to promote a system of *continuing training*. The achievement of this ambitious aim has been entrusted to a complex strategy, which in terms of time is subdivided into two three-year periods.

A. The period 1994-97 should see the implementation of the so-called 'bridging Plan', which is allocated two objectives:

- initiating action in favour of critical employment situations;
- laying the groundwork for the continuing training system.

B. In the period 1997-99, the continuing training system is to be brought into operation.

It is appropriate to pause here to analyse the details of the proposed strategy, examining certain critical points in the light of what we know about the Italian situation.

In the period 1994-96, two types of scheme are to be brought into being:

one essentially comprising training and guidance programmes for employed people facing a severe risk of unemployment;

the other aimed at preparing human resources and setting up structures appropriate for the management of a continuing training system.

The logic underlying this approach is based on the following considerations:

- The present economic climate is characterized by far-reaching processes of change in the fabric of production, and a recession crisis. This situation calls for systematic buffer schemes of training and guidance which will benefit workers threatened with unemployment or those receiving income supplement, and which cannot be deferred whilst awaiting ideal solutions or the use of the training incentive as a means of anticipating vocational qualification requirements. It is necessary, then, in the immediate term, to make the best possible use of the available structures and instruments and to concentrate activities on that area which has been identified as potentially surplus to the internal employment markets in other words on employed workers with a low level of basic training who require retraining and upgrading.
- The establishment of a continuing training system which is able to supply an appropriate and comprehensive response to vocational qualification needs, requires enough time to prepare the human resources who are to form part of it and who will run it; it calls for a period of adaptation and preparation of the supply structures and organizational models; above all; it requires the achievement of a consensus between public authorities and the social partners which will guarantee its future effectiveness. The period of time necessary to achieve these conditions can be estimated at three years.

On the basis of these assumptions, the ESF funding which can be expected in the period 1994-96 will be used as follows:

- To finance training and guidance schemes which are primarily aimed at workers who are at serious risk of losing their jobs. These will primarily be schemes of the traditional type, in which the aspect of anticipation of needs will be relatively unimportant.

- To invest consistently in activities aimed at creating awareness among enterprises, training instructors, preparing methods and organizational models which should make it possible to bring into operation a continuing training system in which the aspect of anticipation of needs will be fully exploited.

The specific indications provided by the Plan with regard to measures which are essential to guarantee the success of the initiative, the structures which will have to be promoted and the diversification of the strategy in accordance with the size of the enterprises, are as follows:

#### 2.2.1 Conditions for success

- Preparation of new outline legislation with an emphasis on continuing training, and revision of the regional laws along those lines, so as to identify real and as yet largely unexpressed market needs, and so develop transparency and social dialogue.
- In-depth activities to create awareness among enterprises, as regards both investment in skills and the organizational conditions which will best promote them.
- Development of an 'independent continuing training body' outside the enterprises, which is able to provide cognitive support in terms of analysis and prediction of the requirements existing throughout the territory and in various sectors, and which helps to qualify and make transparent the available range of training products and services.
- Reorientation of government training schemes, currently focused on basic training of the young, particularly designed to develop skills in analysing production processes, incentive and realistic and credible anticipatory proposals which can be expended on the aspect of continuing training but are also conceived with reference to possible spin-offs for the national and regional training system as a whole. From this standpoint, by way of accurately focusing suitable instruments, yet to be implemented and devised, the tendency should be to minimize the 'diversity' of continuing training and, at the same time, enhance the synergistic effects between the latter and other forms of training on offer: basic training (like many of the schemes financed under Objective 3) could be definitively integrated into a coherent framework and a system of lifelong training.
- Support for the 'social dialogue' by implementing the concepts of the 'bilateral bodies' and observers laid down by the agreements; promoting the special roles attributed to the latter by encouraging a synergistic rather than overlapping relationship with training control and management structures.

#### 2.2.2 Structures to be encouraged and measures to convert existing structures

- Promotion of cooperative training structures at national, district and sector level, with analytical and management tasks, and a forum for the exchange of experiences.
- Partial reconversion of the training centres and bodies operating in the field of basic training, including training schemes directed at the intended working persons.

#### 2.2.3 Diversification of strategy based on the size of the enterprise

The problems of continuing training are received by enterprises in different ways, depending on their type, size, and receptiveness to innovation, and on the prevailing corporate culture. In the context of Italy, one of the most important factors seems to be the size of the

enterprise, which has an important effect on its capacity to meet its training requirements out of its own resources. The approach therefore has to be diversified.

For large-scale enterprises, two priorities can be identified:

- (a) promotion of staff training through the development of a routine of training programmes as a method of ordinary and anticipatory organization of skills in relation to the objectives of the enterprise;
- (b) internal/external recognition and exploitation of the area of human resources development.

In essence, this means strengthening the 'staff training' function within the firm, turning it into an instrument which transparently pursues the growth of the enterprise not only through the acquisition of the necessary skills but also by encouraging the personal development of the human resources within it.

For small-scale enterprises, which would have difficulty in successfully organizing a 'training' function internally, the following is provided for:

- the support of an independent training body, external to the enterprises, whose task is to help solve/anticipate the problems inherent in the skills possessed by the employed personnel and to diagnose the skills which are needed;
- the use of external training structures which are best suited to solving the problems identified and providing the most appropriate training activity. These structures may be represented by inter-enterprise training cooperatives promoted by the professional associations and/or by the social partners, by training centres which have developed a 'continuous training' function, or by accredited private bodies.

In the period 1997-99, on the assumption that the recession is over and the economic climate has begun to pick up, once the establishment of the continuing training system is going well, the Plan provides for:

- a shift of resources away from investment in activities designed to develop the system *per se* and towards evolving a range of available training services, either ready made or made to measure. The planning of activities will have to be adjusted as a function of all the additional knowledge and in the light of 'on-going assessment';
- preference to be given to schemes for anticipating and supporting innovation and the competitiveness of the enterprises;
- development of a progressive system of certification.

In this second period, once the essential tools for operating in anticipatory mode have been acquired, the training activity will primarily be directed at those in employment who encounter problems in maintaining and increasing those skills which represent the 'strong' area of the internal employment markets.



## Chapter 3 — The intervention strategy of the European Social Fund

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### 3.1 Priority measures

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First and foremost, it must be clearly established that activities which can be undertaken under Objective 4, even though unquestionably forming part of the general subject of continuing training, must represent ways of dealing with the problems of 'industrial change'. Not every type of training requirement which constitutes a continuing training problem can therefore be regarded as qualifying for finance under Objective 4.

In this connection, Community legislation offers indications which have to be borne in mind.

That legislation specifies that:

- the persons entitled to benefit from schemes under Objective 4 are workers of either sex, especially those threatened with unemployment, involved in processes of change and changes in production systems in industry and/or in the sector of services intended for sales, agriculture and trade, especially in SMEs;
- the qualifications and employment opportunities of such persons must be improved, having regard first and foremost to their general needs resulting from industrial change and from identified or predicted changes in production systems.

In general, schemes can be regarded as covered by Objective 4, in so far as they are associated with the subject of 'industrial change', if they are intended to:

- increase job security for those affected by phenomena of change in the content, organization and methods of their work, which affect a growing number of workers, who are often unqualified;

- increase the professional mobility of workers as a result of the restructuring of industry, the shift in activity away from large-scale towards small and medium-scale enterprises, and the creation of groups of SMEs;
- adapt working sectors and jobs to the changing requirements of greater competitiveness in the internal market and external market of the Community;
- prevent the unemployment of persons who lack the necessary vocational skills to occupy jobs adapted to the requirements of the working sector or to qualify for jobs created in other sectors.

Following negotiations with the Member State, the essential lines of the Objective 4 Plan submitted by Italy, which envisage, inter alia, a complex strategy subdivided into two three-year periods, for the purposes of establishing a continuous training system, have been incorporated into the SPD.

To these have been added the following additional aspects:

- the need to reinforce technical assistance in order to enable the continuing training systems which are being set up to reinforce the subjective capacities of public and private employees. An appropriate technical assistance priority has been created.
- the requirement that, by stages, at least 80% of the resources reserved for Priority 2 be devoted to schemes designed to increase the skills of workers in SMEs, in order to provide a response to the specific needs of small and medium-sized enterprises in dealing with the problems of industrial change and change in production systems.

The distribution of ESF resources over the various priorities and between the regions is characterized by objective criteria derived from the distribution of the potential beneficiaries at national level and the expenditure capacity of each individual region.

The 'co-involvement' of the Commission, the Member State and the competent authorities and bodies designated by the Member State at national, regional, local or any other level will be reflected in the SPD Monitoring Committee.

### **3.2 Orientation criteria and selection of activities**

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Legislation cannot, of course, do any more than provide an indication of the general features of the action possible, under Objective 4, in connection with a phenomenon of industrial change. The concrete and specific nature of the responses will have to be determined within the individual territories in which it is possible to observe the specific forms which the phenomena of industrial change assume, the effects they have on employment, and the reasonable and feasible flanking policies.

Since the Plan does not provide any description of the geographical breakdown of such phenomena, orientation and selection criteria for the training requirements will have to be laid down at the level of the individual subprogrammes, on the basis of the general indications of Community legislation and specific geographical features.

In the context of the implementation of the various subprogrammes, however, indications will have to be provided regarding:

- the economic sectors in which to invest;

- the sectors to be given preferential treatment;
- the classes of recipient employees to be regarded as priorities;
- the types of training to be promoted.

### **3.3 Analysis of needs and management of activities provided**

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It is, moreover, possible to give broad support to the approach outlined by the Plan which regards the processes of structuring/selecting demand as one of the first steps which has to be taken in order to obtain an overall set of requirements which correspond to the extensive needs of enterprises and workers and to an informed and innovative approach.

Consideration of this problem is confined, in the Plan, to ideas and proposals regarding possible channels and structures for analysing and defining demand, which are identified as an 'independent training body, external to the enterprises, which should include the job market observers, the bilateral bodies promoted by the social partners, and some vocational training centres. In this context, it is important to arrive at a clear definition of the respective roles and areas of responsibility.

At present, the employment market observers, who are dependent on the regions, are undertaking survey work relating to employment trends and analyses of training needs. These surveys sometimes have little practical relevance, since the results of the studies are out of time with respect to the strict timing of the decisions to approve the applications.

The bilateral bodies, set up by the social partners both in order to analyse training needs and determine the level at which to pitch the service offered, have not hitherto demonstrated as great an effectiveness as was expected, partly because of the lack of specialized personnel able satisfactorily to perform the functions assigned to them.

Some public-interest bodies, a number of employers' organizations which have set up a specialized service, and various training centres backed by a sound tradition of activity in the area have, however, succeeded in obtaining good results from an analysis of the explicit and implicit demand in clearly defined geographical areas.

In order to avoid possible overlaps of jurisdiction, it is considered appropriate to make the ESF's investment in the 'independent training sector' subject to a more precise definition of the scenarios within which the various bodies listed above operate, and the operational tasks undertaken by each of them.

It is therefore hoped that:

- all the positive experience acquired hitherto will be analysed and safeguarded, optimum use also being made of the results obtained within the Community's Force programme;
- the social partners will undertake to give practical effect to the bilateral bodies, which must become credible instruments of research and harmonization;
- extensive information will be provided to enterprises producing goods and services regarding the opportunities available, including clear details regarding the bodies empowered to undertake the analysis of needs, to identify demand and to provide guidance on the choice of the most appropriate structures on the supply side;

- a map will be drawn up, in consultation between the national and regional public authorities, and with the support of the social partners, showing the bodies responsible for the analysis and formulation of requirements, with precise geographical and/or sectoral competencies.



## Chapter 4 — Breakdown by Priorities

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The organization of the activities and Priorities of Objective 4 is based on the specific Italian requirements regarding the development of the skills of the workforce, and against the background of the extensive changes taking place.

Among the Priorities, strategic importance attaches to the structural adaptation of the training service available and the establishment of conditions which can encourage the development and maintenance of a continuing training system.

### Priority 1 — Anticipation, planning, support and management of a continuing training system

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The aim of this first Priority is to bring into existence, and subsequently implement, strong and permanent structures and instruments which are particularly designed to identify training needs and which are supported by the social partners. In particular, bringing a competitive form of human resources management into operation within the enterprises requires a knowledge of economic, technological and organizational trends (anticipation) and their impact on employment, trade and qualification trends.

In particular, research into training needs should represent the start of a process of structural change in the planning of training activities, with important and significant spin-offs for the regional systems as a whole, including the activities eligible for finance under Objective 3. This research contains both the characteristics of experimentation, in that the model will have to be appropriately assessed both by the Ministry and by the individual regions before it is brought into operation, and those of system, since it is important that the institution should be a permanent one and should moreover (by way of appropriate legislative adjustment) constitute the hinge pin around which all vocational training in Italy will in future revolve.

Another aspect which will have to be experimental (at least in an initial phase) will be the conversion of vocational centres to agencies. These would have to meet the following main requirements:

- specialization in favour of sectoral technological and organizational innovation and, especially, the ability to propose realistic and credible models for innovation within a firm;
- ability to run high-quality training activities and offer business services to firms;
- provision of a pre-training (or recurring) scheme for training instructors to ensure their professional adaptation to the new strategies;
- establishment of the necessary contacts with the world of production;
- ability to undertake geographical and sectoral analyses, and planning activities in the training field.

### **Qualifying projects:**

The schemes included under this Priority are intended to anticipate technological changes in production processes and teaching methods. As regards the requirement of adapting and converting training structures, it is possible to include training/tuition projects within the framework of regional/provincial twinning operations and training/guidance schemes. It is, indeed, precisely by achieving such results that the Priority as a whole can have strategic and dialectical results in its interaction with the regional vocational training systems.

In detail, the following are included:

- specific research, monitoring and assessment activities, surveys of training requirements, planning and implementation of information systems;
- introduction/establishment of the observers of the employment market and professions, at geographical and sectoral levels;
- research activities into distance training and teaching methods;
- data computerization and instruction schemes;
- activities connected with guidance and provision of training;
- information and advertising.

Priority 2 — Activities aimed at adapting and supporting human resources in the light of the structural changes in the economic/production system and the impact of the internal market

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By way of priority, consideration has to be given to workers threatened with unemployment. This Priority will include:

- (a) measures on behalf of workers involved in significant changes in the structure of the production system, especially workers receiving ordinary income supplement;
- (b) measures intended to develop the skills of workers, especially those in SMEs for whom, by stages, at least 80% of the available resources for the Priority as a whole are to be reserved over the period of validity of the SPD. These will be training/information/technical assistance activities (including distance training schemes);
- (c) measures aimed at the development of company and intercompany training-plan routines, diagnostic measures to determine workers' skills, and activities to increase awareness among enterprises.

The training schemes described above all require — bearing in mind the fact that they are addressed to workers involved in production processes — the use of teaching methods which make it possible to avoid the risks of academicizing the training processes, concentrating on acquiring skills through a combination of training on-the-job and training away from the workplace. These teaching methods will then have to provide, apart from

periods of instruction, broad and diverse use of multimedia instruments, distance training and personalized tuition, part of which would need to be carried out with the participation of in-house instructors and technicians.

**Qualifying projects:**

The training schemes will have to be oriented towards achieving two results:

- (a) modifying the organization within the enterprises;
- (b) developing a partnership between employers and workers' representatives, and between these bodies and the public institutions, so as to establish stable planning, assessment and monitoring institutions.

The changes in the organization of enterprises are moving through a stage in which the roles and profiles of the members of the workforce are being redefined. For each of them, this is reflected in a radical change in the necessary levels of qualification.

At the same time, the emphasis is being placed on specific training activities which will become necessary in the context of the forms of partnership envisaged.

In detail, they comprise:

- guidance and skill diagnosis activities;
- training and pretraining activities;
- job-enhancement instruments;
- positive schemes;
- schemes to encourage independent and associated entrepreneurship;
- socially useful work schemes, organized for the workers in question;
- schemes to assist geographical mobility.

Priority 3 — Technical assistance

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The effectiveness of schemes intended to adapt workers to industrial change requires a significant effort to activate suitable structures and special skills.

The intention, then, through this Priority, is to bring into being horizontal schemes intended to coordinate and strengthen the measures taken under each of the preceding Priorities. In particular, this Priority should make it possible to enable the continuing training systems which are being set up to focus and consolidate the subjective capacities of public and private employees.

What is envisaged is the creation of a coordination structure and a training system for the experts representing the social partners (bilateral bodies, observers), the regions/provinces (civil servants, instructors working within analysis and research bodies), the Ministry of Employment, the enterprises or cooperative structures (area of human resources development), and structures supplying information and real services to enterprises in relation to planning support requirements.

**Qualifying projects:**

The activities included under this Priority are intended to support the links between the training policies implemented by the various extra regional and interregional systems, and all policies which focus on the employment market.

In detail, they comprise:

- activities to support the services necessary for the establishment and management of bilateral verification and planning bodies;
- activities for training, upgrading and retraining those involved in training.

#### **4.1 ECSC measures**

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Activities in the sector of training and employment assistance provided for by the ECSC Treaty will be supported by the European Social Fund on the conditions laid down by the Community regulations in force.

#### **4.2 Forms of intervention**

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Each region or autonomous province will have its own subprogramme, which, from the financial standpoint, will be subdivided over the three Priorities described above. The SPD includes a financial reserve allocated to the subprogramme for the Abruzzo region, which from 1997 will no longer be included among the Objective 1 regions.

The central authority will have three subprogrammes:

- (a) Innovative actions (see page 108);
- (b) Requalification and change in profession of employed persons (see page 111);
- (c) Reinforcement of systems (see page 114).

#### **4.3 Financial weighting of the Priorities**

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The financial weighting of the Priorities is related to the needs of the Italian situation, as clearly expounded in the Plan. In fact, no genuine continuing training system exists in Italy. The CSF is taking charge of this situation, and invites applications for a share of the financial support submitted and distributed over two periods: the first (1994-96) should serve primarily to pinpoint the themes and operational structures for the continuing training activities; the second period (1996-99) is more geared towards the implementing of training schemes.

The resulting financial framework is as follows:

Three-year period 1994-96

Priority 1	Anticipation	25.00 %
Priority 2 (*)	Flanking measures	70.00 %
Priority 3	Technical assistance	5.00 %

*(\*) Of which not less than 80% is reserved for SMEs.*

Three-year period 1996-99

Priority 1	Anticipation	5.00 %
Priority 2 (*)	Flanking measures	90.00 %
Priority 3	Technical assistance	5.00 %

*(\*) Of which not less than 80% is reserved for SMEs.*

As regards these distributions, the following observations can be made:

- (a) The allocation to Priority 1 of about 15% of the total resources is separated into two planning periods. In the first period, greater funds will be made available to the Priority. In the second period, the total financial resources are reduced, since it is then basically a question of guaranteeing the success of results which have already been achieved to a large extent (analytical structures, studies, etc.).
- (b) The resources available under Priority 2 increase proportionally in the second planning period.
- (c) Finally, Priority 3 remains constant at 5% over both planning periods.



## Chapter 5 — Additionality

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### 5.1 Initial verification of additionality

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Council Regulation (EEC) No 4253/88 of 19 December 1988, as amended by Regulation (EEC) No 2082/93, lays down, in Article 9, an obligation for all the Member States to respect the principle of additionality.

The Commission will verify respect for the principle of additionality in respect of both Objectives 3 and 4.

For this purpose, it has been agreed that the Italian authorities and the Commission will again adopt the method used for the period 1989-93 in the context of Objectives 3 and 4, updated in the light of the revision of the regulations as regards eligible expenditure, both that which is part-financed and that which is not.

Table 1 includes both national contributions to the various vocational training schemes included in the budgets of the Ministry of Employment, the Ministry of Public Education and the Vocational Training budget of the Regions (1990-93), and the public expenditure eligible for European Social Fund financing which is included in the said budgets.

Italy undertakes to maintain, for the period 1994-99, at least the average level of eligible public expenditure for the period 1990-93 (see Table 1/A).

### 5.2 Methods of supervision

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To permit regular verification of trends in eligible expenditure, in order to allow an analysis of additionality, the Italian authorities will furnish the Commission, in respect of both Objectives 3 and 4, and no later than the fourth quarter of each year and at least one month

before the meeting of the Monitoring Committee, with the final eligible expenditure for year n-2, the provisional statement for year n-1 and the estimates for year n.

The Commission and the Member State will consult to ensure that maximum importance is attached to respect for the principle of additionality. For this purpose, when the average level of eligible Italian public expenditure is lower than the 1990-93 average, the Commission will verify whether the principle of additionality has been respected and will take the appropriate decisions if necessary.



## Chapter 6 — Indicators

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The implementation of Objective 4 involves a unified connection between the three Priorities envisaged: Anticipation, Support and Technical Assistance.

For this reason, it is difficult to use indicators and to quantify the objectives to be achieved, especially because it is difficult to quantify the schemes provided for under the Priorities of Anticipation and Technical Assistance.

It is, however, possible to identify a number of indicators which can be detailed and specified in the course of the implementation of the programme.

These can be grouped as:

- (a) situation indicators, which make it possible to determine the general Italian situation with regard to industrial change;
- (b) implementation indicators, which make it possible to set physical performance objectives (at the level of individual subprogrammes and Priorities);
- (c) indicators intended to quantify the major objectives expected;
- (d) impact indicators.

### 6.1 Situation indicators

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1. Total number of enterprises (a distinction being made between SMEs and others, that is to say enterprises with fewer than 500 employees and others). See indicator Table 1.
2. Total number of employees in the enterprises (same distinction as in 1). See indicator Table 2.

3. Total number of enterprises undergoing conversion and total number of employees in the enterprises undergoing conversion (same distinction as in 1).

The situation as between enterprises involved in processes of change and other enterprises involves defining criteria and subsequent indicators which are symptomatic of change from the aspect of the enterprise, the sector and the employed population under threat of losing their jobs.

Identification of the indicators is also conditioned by the actual availability of statistical information. Since there are still no data available relating to the 1991 censuses, it is possible to envisage adding additional indicators as soon as these have been published. As things stand at present, for the purposes of describing the general context in terms of change within the industrial and services sectors (excluding the sector of non-marketable services), reference is made to:

- investments per employee (sector) See indicator Table 3;
- productivity per employee (sector);
- number of workers in the ordinary Income Supplement Fund. See indicator Table 4.  
This indicator denotes a privileged segment of beneficiaries under Priority 2. It identifies the group most at risk as a consequence of deep internal changes (restructuring, conversion, mergers, etc.).
- number of persons taken on/dismissed (to be introduced subsequently).  
INPS (Italian National Social Security Department) data.  
This indicator can be reconstructed at enterprise level according to dimensional and sectoral representatives. It indicates the internal turnover processes and the subsequent mobility trends.
- enterprises which have embarked on processes of internationalization (to be introduced subsequently). (1991 census data).

4. Supply indicators (to be indicated in the regional planning. To be introduced subsequently):

- vocational training centres in operation;
- number of regional observers;
- active guidance structures.

## 6.2 Implementation indicators

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(to be recorded during implementation of regional and national planning). To be introduced subsequently.

5. Priority 1. See indicator Table 5.

- number of surveys/studies of training needs;
- number of observers of the employment market and professions.

6. Priority 2. See indicator Tables 6 to 9.

- number of workers benefiting from training schemes. See indicator Table 6.
- total (Table 6)
- by sex (Table 6A)
- by age (Table 6B)
- by level of qualification (Table 6C)
  
- number of enterprises implementing total training programmes. See indicator Table 7.

% SMEs industry	% others industry
% SMEs services	% others services

- number of training schemes and percentage of training activities implemented through innovations in teaching methods (multimedia instruments, distance training, personalized tuition) out of the total number of training schemes. See indicator Table 8.
  
- Physical structures implemented. See indicator Table 9.
  
- number of bilateral bodies set up
- number of structures for analysing the employment market and vocational profiles
- number of guidance structures
- number of other structures.

7. Priority 3. See Table 10.

- measures for training and retraining those employed in training number of employees trained.

### 6.3 Expected objectives (in 1999)

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(To be indicated in the regional planning). See indicator Table 11.

8. Number of workers who will benefit from training schemes, total % of workers in SMEs.
  
9. Physical structures to be realized:
  - Bilateral bodies set up
  - Structures for analysing the employment market and vocational profiles
  - Guidance structures
  - Other structures.
  
10. Number of studies/surveys of professional requirements to be undertaken.

## 6.4 Impact indicators

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See indicator Table 12.

11. Effects of the studies on training activities planning, on system organization, and on internal training programmes.
12. Number of workers who have kept a job.
13. Number of contacts between the enterprises and the training centres and between the enterprises and the bodies set up.

## Chapter 7 — Monitoring of the indicators and reporting

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### 7.1 Monitoring of activities

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The system for monitoring the vocational training activities represents a qualifying element for all annual planning and management.

The strategic aims of monitoring and assessment are intended to guarantee the achievement of the predetermined objectives. They are designed to control the processes of planning and implementating the initiatives. The general impact will also tend to develop the diffusion of a culture of on-going assessment.

In particular, it will be necessary to monitor the implementation indicators or other indicators which might be specified in the course of development of the planning. These indicators will make it possible to evaluate, from the quantitative standpoint (ratio of employed person/persons trained) and from the qualitative standpoint (consistency or otherwise of the content of the training programmes with the specific vocational features of the vocational profiles subjected to specific schemes), the impact of Community action on regional and national socioeconomic development.

Especially in the context of Priority 1 (anticipation), it will be the task of the national and regional authorities to define more precise monitoring models, establishing:

(a) *on-going assessment*

Features of the assessment:

- monitoring of the physical data and course of development of the schemes by means of a regional and ministerial information system;
- direct supervision of the schemes in the course of development by regional inspectors or employment inspectors to verify administrative correctness;

- state of progress of the rates of implementation and expenditure of the approved projects, in order to go ahead with the replanning of the Priorities and sub-Priorities;
- evaluation of quality by verifying the efficiency of the facilities and structures, of the training process and of the human resources employed;
- verification of the user satisfaction level.

(b) *ex-post evaluation*

This will have to be subdivided into two periods covering separate time references:

- the *ex-post* evaluation at the end of the schemes
- the medium- and long-term follow-up *ex-post* evaluation.

These two classifications of *ex-post* evaluation refer, with varying degrees of emphasis, to the financial, economic, impact, teaching and organizational aspects.

The evaluation at the end of the schemes involves an analysis of the efficiency of the vocational training activities through examination of the report data provided by verifying the correct accounting and administration of the supporting documentation submitted.

## 7.2 Reporting

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Reporting will be based on standards which provide for systematic controls of all the schemes financed, with final verification as to substance and accounting procedures. At this stage, once it has been established that the activities undertaken are consistent with the approved programme, the expenditure actually incurred will be taken into account, its acceptability being evaluated and demonstrated by means of detailed and regular documentation.

The definition of the maximum sums which can be admitted and supported by documentation will, however, take account of the unit cost parameters determined in the course of authorization of the activities, and as a consequence the following indicators will be examined:

- number of persons involved at the start/end of the activity, with a proportionate reduction in the individual costs;
- number of actual training hours as compared with those authorized, with appropriate proportional reduction of costs.

## Chapter 8 — Implementation of the SPD

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### 8.1 Prior appraisal, monitoring and *ex-post* evaluation, information and publicity

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#### A. *Principles and methods relating to prior appraisal, monitoring, interim assessments and ex-post evaluation of the single programming document (SPD)*

The Member State and the Commission will consult and coordinate their activities under the auspices of the partnership, including multilateral activities, relating to the structures, methods and procedures to be applied to enhance the efficiency of the monitoring systems and evaluation activities.

In the context of the implementation of the measures provided for by the SPD, the extent of the regional component of the ESF intervention will be clearly identified.

#### 8.1.1 Prior appraisal (Article 26 of Regulation (EEC) No 4253/88)

*Prior* appraisal is the responsibility both of the Member States and of the Commission, and is integrated into the scope of the partnership.

In addition to the *prior* appraisal carried out in connection with the plans and the SPD, the individual subprogrammes will contain the results of the prior appraisal carried out by the Member State. This appraisal will relate to:

- the socioeconomic advantages to be derived from the proposed action in the medium term, taking account of the resources mobilized;
- the conformity of the proposed measures and schemes with the priorities of the Community support framework;
- the existence of adequate implementation and management structures;

- the conformity of the proposed measures and schemes with the other Community policies and with the subsidy/loan combination.

Pursuant to Article 14 (3) of Regulation (EEC) No 4253/88, the Commission reserves the right to undertake its own assessment of these matters, especially in the event of the abovementioned information supplied by the Member State being insufficient.

#### 8.1.2 Monitoring and interim assessments (Article 25 of Regulation (EEC) No 4953/88)

Monitoring will take place at the level of the SPD and of the various subprogrammes. Monitoring will be backed up by interim assessments so that it may be possible, if necessary, to make the required adjustments to the SPD and to the subprogrammes in the course of implementation.

Monitoring and the interim assessments are the responsibility of the Monitoring Committee and will be carried out, in particular, on the basis of financial indicators and indicators of physical implementation and impact defined in the SPD.

Monitoring will include the organization and coordination of the gathering of data relating to the financial, physical and impact indicators and to the qualitative aspects of realization (especially the socioeconomic, operational, legal or procedural aspects).

Monitoring will involve recording the progress made in implementing of the activities and drawing up the annual reports provided for in Article 25 (4) of Regulation (EEC) No 4253/88. Adjustments may be proposed if necessary, in particular on the basis of the results of the interim assessments.

These will comprise a critical analysis of the data collected in the course of monitoring and on the basis of the annual reports.

The interim assessments will include an evaluation of the manner in which the predetermined objectives are gradually being achieved. Any discrepancies will be justified, and the results of the action forecast. In addition, the validity of the current activities and the relevance of the objectives set will be judged.

In general, operations lasting more than three years will be the subject, at the end of the third year of their implementation, of another interim assessment intended to introduce any necessary adjustments.

For these assessment tasks, the Monitoring Committee will generally use the services of an independent assessor. In cases where the partnership has not initially made provision for the appointment of this assessor, the Commission reserves the right to appoint one during the implementation of the operation.

The independent assessors will be placed under a confidentiality obligation with regard to the processing of the data provided by the Monitoring Committees, to which they will have access.

#### 8.1.3 *Ex-post* evaluation (Article 26 of Regulation (EEC) No 4253/88)

The *ex-post* evaluation of the activities provided for in the context of the SPD will be based on the information obtained from the monitoring operations and the interim assessment of the actions undertaken, and on the collection of the statistical data relating to the indicators determined at the time the objectives were set.



The Member State and the Commission may call upon independent experts or bodies who will be given access to the information and to the data from the Monitoring Committees. These bodies will be placed under a confidentiality obligation with regard to the processing of these data.

## **B. The monitoring of the SPD**

### 8.1.4 The SPD Monitoring Committee

#### *Establishment*

A Monitoring Committee will be responsible for supervising the implementation of the SPD.

The Monitoring Committee will be made up of representatives of the Member State and, as appropriate, representatives of the competent authorities and bodies such as those referred to in Article 4 of Regulation (EEC) No 2052/88, and of representatives of the Commission and the EIB. The Member State concerned, the Commission and the EIB will appoint their representatives to the Committee within 30 days from the date on which the Member State is notified of the Commission's decision to approve the Community support framework. The President of the Monitoring Committee will be appointed by the Member State.

The Monitoring Committee will draw up its own internal regulations, including the appropriate methods of operation.

The Committee will meet at the request of the Member State concerned or of the Commission, generally twice a year or more often if necessary.

The Committee will be assisted by a secretariat, responsible for preparing the documentation for the monitoring activities, the reports, the agendas and the minutes of the meetings. These secretarial tasks will be entrusted to the authority responsible for implementing the SPD. The documents required for the work of the Monitoring Committee will be available, in principle, three weeks before the relevant meetings.

#### *Duties*

The Monitoring Committee will have, amongst others, the following tasks:

- coordinating the various structural activities (including, if appropriate, those relating to the Community initiatives) undertaken by the regional or central authorities of the Member State in question and the Community's subsidy and loan instruments, harmonizing them with the other Community policies so as to achieve the strategic objectives of the Community support framework;
- arranging the monitoring operations and organizing and examining the work on the interim assessments of the SPD on the basis of the financial, physical implementation and impact indicators defined in the SPD at Priority and sub-Priority level;
- preparing and deliberating upon any proposals to amend the SPD in accordance with the procedures set out in section 5 below;
- proposing the allocation of the resources generated by the annual indexation of the original annual breakdown of assistance of the SPD by reinforcing certain existing measures and/or setting up new measures under the SPD in question.

- the Committee will coordinate the subprogramme promotional and publicity activities in accordance with the provisions of Commission Decision 94/342/EC of 31 May 1994.<sup>1</sup>

#### 8.1.5 Procedures for the amendment of the SPD

1. Amendments of the following types may be decided on by the Monitoring Committee in agreement with the representatives of the competent authorities of the Member State and of the Commission.<sup>2</sup>

- (a) Any modification up to 20% of the total cost or of the Community contribution in connection with a Priority and relating to the estimates contained in the indicative financing plan for that Priority for the entire period. However, this percentage may be higher if the amount of the modification does not exceed ECU 25 million.

Any modification must be undertaken subject to availability and to the Commission's budgetary rules. It may not affect the total amount of Community assistance granted to the SPD,<sup>3</sup> or the budget allocation to each Community initiative. It may entail a change in the rates of assistance.

- b) Any other minor modification concerning the implementation of measures and not affecting the indicative financing plan, with the exception of modifications concerning aid schemes.

Any decision relating to a modification as referred to above will immediately be notified to the Commission and to the Member State concerned. Whenever the amounts of finance are altered, this notification must also include the revised financing plan of the SPD.<sup>4</sup>

The responsible Commission service will acknowledge receipt of the notification, confirming the date thereof. The modification will take effect once it has been confirmed by the Commission services and the Member State concerned. This confirmation must take place within 20 working days following the date of receipt of the notification.<sup>5</sup>

2. Modifications of the following types may be decided on by the Commission, in agreement with the Member State concerned and after receiving the opinion of the Monitoring Committee.
  - (a) Any modification exceeding the thresholds set out in section 7.1.5 (a) above, but nevertheless not exceeding 25% of the estimates included in the indicative financing plan. However, this percentage may be higher provided that the amount of the modification does not exceed ECU 10 million.

The Member State will notify the Commission of any application for modification as above. The application must specify the revised financing plan or plans, accompanied by the appropriate opinion from the SPD Monitoring Committee. The responsible Commission Service will acknowledge receipt of the notification, confirming the date thereof. The Commission will approve the proposed modification within four months following the date of receipt of the abovementioned notification.

<sup>1</sup> OJ L 152, 18.6.1994.

<sup>2</sup> The same provisions are, where appropriate, applicable to the monitoring subcommittees within the limits of the priorities and the share of finance for which they are responsible.

<sup>3</sup> This means the total amount of Community assistance, at constant prices, as referred to in the Commission decision approving the SPD.

<sup>4</sup> The revised financing plan constitutes the 'standard document' as agreed within the negotiation on the regulations.

<sup>5</sup> Justification should be provided for any refusal of confirmation.

3. Other modifications require a revision of the SPD following the procedures applied at the time of its adoption. These arrangements include, *inter alia*, consultation of the Committees referred to in Articles 27 to 29 of Regulation (EEC) No 4253/88.
4. If a modification, as above, at SPD level includes variations (increases or reductions) in the total Community contribution granted prior to the measures indicated in the SPD, the Commission and the Member State will modify the decisions taken prior to granting contributions relating to such measures. In accordance with Article 36(2) of the Community's Financial Regulations, the Commission will decide, in accordance with the procedures laid down for that purpose, to modify the total contribution granted in respect of a measure.
5. In accordance with Article 11 of Regulation (EEC) No 4253/88, any assistance approved in the context of the implementation of the Community initiatives which has an impact on the Community Support Framework in question will be taken into account when the latter is revised. To that end, the revised financing plans notified to the Commission and the Member State concerned in accordance with the procedures referred to in section 7.1.5 (1) and (2) above, will include the finance decided on in the meantime for the implementation of the Community initiatives.

#### **8.1.6 Reports on the implementation of the schemes (Article 25 (4) of Regulation (EEC) No 4253/88)**

The reports which the authorities designated by the Member States are to submit to the Commission will be drawn up in a standardized form, established by joint agreement (report to be submitted within six months of the end of each year, final report for multiannual operations, single report for operations lasting less than two years).

The Member State shall inform the Commission, no later than three months after the date of adoption of the action by the Commission, of the name of the authority responsible for preparation and submission of the annual reports on activities. Three months after its appointment, that authority shall send the Commission a proposal concerning the submission of these reports.

The final reports shall contain a brief summary of implementation of the operation, the results of the interim assessments and the initial factors for assessment of the economic impact on the basis of the indicators selected.

## **8.2 Provisions governing the financial management of operations**

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1. The Commission and the Member States have agreed to apply Articles 19 to 24 of Council Regulation (EEC) No 4253/88 of 19 December 1988.<sup>1</sup> As amended by Regulation (EEC) No 2082/93,<sup>2</sup> as follows, in cooperation with the authorities responsible for implementing operations.
2. The Member State shall ensure that, with regard to measures cofinanced by the Structural Funds and the FIG, all bodies designated by the responsible authority for certifying the accuracy of expenditure and involved in the administration and implementation of these measures use a separate accounting system or an appropriate

<sup>1</sup> OJ L 374, 31.12.1988, p. 1.

<sup>2</sup> OJ L 193, 31.7.1993, p. 20.

codified accounting system which will make it possible to obtain detailed, synoptic summaries of all transactions which have been the subject of Community assistance (within the meaning of paragraph 21 below), in order to simplify for the Community and national inspectorates the verification of expenditure.

3. The accounting system, on the basis of examinable documents, must be able to provide:
  - breakdowns of expenditure which include, for every final beneficiary, data relating to the monitoring of every cofinanced measure, specifying, in national currency, the total sums paid and bearing the dates of receipt and payment for every document.
  - summary statements of expenditure for all cofinanced measures.

**The concepts of 'legal and financial obligations at national level', 'actual expenditure' and 'final beneficiaries'**

4. 'Legally binding agreements', and 'commitment of the necessary financial resources' refer to the decisions by the final beneficiaries to implement the admissible measures and to allocate the corresponding public funds. The definitions are to take into account the characteristics of the institutional organizations concerned, the administrative procedures in each Member State and the type of measure.
5. 'Actual expenditure' must correspond to payments made by final beneficiaries, documented by receipted bills or accounting documents of equivalent probative value, in accordance with the conditions laid down in paragraphs 13, 14 and 20 below.

Article 17(2) of amended regulation (EEC) No 4253/88 lays down that the Community contribution shall be calculated in relation to the total eligible cost or the total public or similar eligible expenditure. The option chosen is set out on each occasion in the financing plans for the various operations.

6. Definition of 'final beneficiaries':

The final beneficiaries are the bodies in whose name an individual programme or sub-programme is drawn up, in so far as they can undertake the legal and financial commitment for each individual training scheme.

7. The second subparagraph of Article 21(3) of amended Regulation (EEC) No 4253/88 lays down that the payments to the final beneficiaries shall be made without any deduction or retention which could reduce the amount of financial assistance to which they are entitled. Paragraph 5 of the same Article lays down that the Member States shall ensure that the final beneficiaries receive the advances and payments as soon as possible and, as a general rule, within three months of the date on which the Member State has received the appropriations, provided that the beneficiaries' applications fulfil the conditions necessary for payment to be made.

**Community commitment and payment mechanisms**

8. The initial and subsequent budget commitments are based on the financing plan and, as a general rule, are effected in annual instalments.
9. The commitment of the first annual instalment is to be made when the decision approving the measures is adopted by the Commission.

10. The subsequent commitments will be effected in accordance with the level of expenditure and the progress made in implementing the measure. In general, they will be effected when the Member State presents documentary evidence to the Commission that the actual expenditure by the final beneficiaries represents:
  - at least 40% of the estimated total admissible expenditure or costs (indicated in the financing plan) in the context of the previous commitment, and subject to verification that implementation of the measure is proceeding according to schedules;
  - at least 80% of the total admissible expenditure or costs in the context of the penultimate commitment;
  - 100% of the total admissible expenditure or costs in connection with the instalment(s) prior to the penultimate commitment, which in the meantime must be included.
11. Following an amendment to the financing plan, further commitments may be made in addition to a previously committed annual instalment; additional advances in relation to these commitments may only be paid on application by the Member State.
12. Without prejudice to the available budget appropriations, commitments relating to an annual instalment of Community assistance for a measure will be made once the conditions set out in paragraphs 9 and 10 have been fulfilled, independently of the date on which these conditions come about. It follows that, during the budget year, the commitment of an annual instalment may be made for a previous or subsequent year.
13. An initial advance of up to 50% of the sum committed may be granted for each commitment. Except in the case of the first commitment, the advance is only paid if the Member State has shown evidence that the final beneficiaries have paid out a sum equal to 60 and 100%, respectively, of the relative total admissible costs from the final and penultimate instalment (as set out in the financing plan in force). At this stage, proof of actual expenditure may be based on appropriate data from the system monitoring the operation. In addition, the Member State must verify that the operation is proceeding according to plan.
14. The second advance, calculated in such a way that the sum of both advances does not exceed 80% of the commitment, may be paid if the Member State has provided proof that the final beneficiaries have incurred expenditure corresponding to at least half of the first advance (i. e. at least 25% of the total where the first advance amounted to 50% of the commitment) and that the operation is being implemented according to plan. At this stage, proof of actual expenditure incurred is to be produced as under the conditions set out in paragraph 13.

In exceptional justified cases, and with regard to particular difficulties, however, the Commission may accept, on application by the Member States, that the certified expenditure relates to payments made to the final beneficiaries.

15. In the case of a single commitment, in accordance with Article 20 (3) of amended Regulation (EEC) No 4253/88, the first advance may amount to 50% in cases in which preliminary assessments of implementation indicate that 50% or more of the probable admissible expenditure is to take place within the first two years of implementation, otherwise, the first advance may amount to a maximum of 30%. The second advance will be calculated in accordance with Article 21(3) of the said Regulation.
16. If, in the event of a change in the financing plan for an operation, the commitments and/or payments already made by the Community exceed the amounts set out in the

amended financing plan, the Commission will make an adjustment, on the occasion of the order relating to the first financial transaction (commitment or payment) following the said amendment, in order to take into account the excess amount paid or committed.<sup>1</sup> If the amendment gives rise to a claim for further payments in addition to those already made in previous instalments, the Member State must submit an additional application for payment (see paragraph 11). The Commission will make payments in accordance with the annual instalments set up in the financing plan in force, as amended by the Monitoring Committee or by the Commission.

17. In the event of an amendment to the financing plan making provision for a high concentration of designated expenditure in one instalment, the first advance to be paid under that instalment will as a general rule not exceed 30% of the total of this instalment.
18. In the event that the extent of the amendment to the financing plan is outside the limits of the powers assigned to the Monitoring Committees, the amounts entered in the amended plan relating to the previous years must correspond to the actual expenditure incurred in those years, as set out or to be set out in the certification and in the annual reports on implementation.
19. Completion of an annual instalment (presentation of expenditure for the payment of the remainder) may occur:
  - systematically on 31 December of the relevant year: in this case it is appropriate to carry out a review of the financing plan, adjusting it as necessary when the actual expenditure incurred in the year in question does not agree with scheduled expenditure (option used by the ESF);
  - if the actual expenditure incurred reaches the sum indicated in the financing plan for the instalment in question, independently of the date; in this case, in general, the period of the financial year may not overlap with the period in the course of which the expenditure scheduled for the financial year in question was actually paid (option adopted by the ERDF and the EAGGF).
20. Payment of the balance of each commitment is subject to fulfilment of the following conditions:
  - submission to the Commission by the Member State or the designated authority of an application for payment within six months of the end of the relevant year or completion of the relevant measure; the application is to be made on the basis of the actual expenditure incurred by the final beneficiaries;
  - submission to the Commission of the reports referred to in Article 25 (4) of amended Regulation (EEC) No 4253/88; these annual reports on implementation must include sufficient information to enable the Commission to determine the status of progress of cofinanced operations; except in properly justified cases, the data contained in these reports and relating to the actual expenditure incurred must be compatible with the most recent certification received prior to submission of the annual report;
  - submission to the Commission, by the Member State, of a certificate confirming the data contained in the application for payment and in the reports.

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<sup>1</sup> In the event of revocation of commitments owing to the partial or total failure to carry out measures for which the appropriations had been committed, and occurring in the course of financial years subsequent to the one in which the commitments were made, the provisions of Article 7(6) of the Financial Regulation of 21 December 1977 for the general budget of the European Communities, as amended most recently by Regulation (Euratom, ECSC, EEC) No 610/90 (OJ L 70, of 16. 3. 1990) shall apply.

## **Statement of expenditure and application for payment to be made to the Commission**

21. The dates of expiry of the admissibility of the expenditure shall be indicated in the decision relating to the granting of assistance.

The statements of expenditure submitted in support of every application for payment must include a statement of the expenditure, broken down by year and sub-programme and/or type of measure or activity, and the total expenditure in question must also be reported, in order to illustrate the connections between the indicative financing plan and the expenditure actually incurred. The certification of expenditure must be based on the detailed statements of expenses as set out in paragraph 3.

22. All payments made by the Commission in the context of the granting of assistance will be paid to the national authority, as a general rule within two months from receipt of a valid application. By the same date, the Commission will inform the national authority if the application is not valid.
23. The Member State will ensure that applications for payment and statements of expenditure are, as far as possible, presented at regular intervals throughout the year.

### **Use of the ecu and exchange rate. Indexation method**

24. Pursuant to Article 22 of Regulation (EEC) No 4253/88 and the provisions of Commission Regulation (EEC) No 1866/90 of 2 July 1990, which lays down the arrangements relating to the use of the ecu in the management of the budget of the Structural Funds.<sup>1</sup> Amended by Regulation (EC) No 402/94,<sup>2</sup> all commitments and payments are expressed in ecu.
25. In accordance with Article 53 of Regulation (EEC) No 1866/90, statements of actual expenditure incurred in national currency are converted into ecu at the rate for the month in which they are submitted to the Commission.
26. In accordance with Articles 2 and 4 of Regulation (EEC) No 1866/90, the financing plans for the Community support frameworks (CSFs), single programming documents (SPDs) and assistance operations (including contributions for Community initiatives) must be drawn up in ecu and not give rise to indexation, subject to the provisions set out below.
27. Each year, the Community's total contribution for the CSFs, the SPDs and the proposals for Community initiatives (CIs) will be supplemented by additional funds made available as a result of indexation of the Structural Funds and the FIGG; these will be based on an annual breakdown of the Community contribution expressed in ecu and defined in the Commission's decisions approving the CSFs and the SPDs, and in those containing proposals for CIs to the Member States. This annual breakdown, expressed in prices for the year in which each decision is taken, is to be compatible with the progressive increase in commitment appropriations in accordance with Annex II to amended Regulation (EEC) No 2052/88. For the purposes of indexation, this compatibility must apply for the entire period during which the CSFs, the SPDs and the CIs are implemented.

On the other hand, the above Commission decisions will also contain, for the purposes of information, the breakdown originally envisaged in the financing plans

<sup>1</sup> OJ L 170, 3.7.1990, p. 36.

<sup>2</sup> OJ L 54, 25.2.1994.

as between the Funds and the FIG, on the understanding that this breakdown can be adjusted subsequently in the light of any rescheduling.

28. Each year, indexation will be undertaken with reference to a single rate, corresponding to the rate applied annually to the budget appropriations as a function of the mechanisms of technical adjustment of the financial perspectives.

29. The additional funds made available as a result of indexation of the single programming document (SPD) to the Member State are calculated as follows:

By the beginning of each year at the latest, the Commission will apply the indexation rate for the year in question to the annual instalments relating to that same year and to subsequent years and indicated in the last indexed version of the annual breakdown of the Community contribution to the SPD, as laid down in the Commission decision to approve the SPD.

The difference between the total amount thus obtained and the amount resulting from the indexation for the previous financial year constitutes the additional funds arising from indexation in the current financial year.

This procedure is equivalent to the additional funds arising from the indexation of the appropriations in Annex II to Regulation (EEC) No 2052/88 being broken down pro rata relative to the overall financial appropriation for the SPD.

30. The additional funds available as a result of indexation of the SPD are deployed as follows:

- the Monitoring Committee for the SPD proposes the use<sup>1</sup> of the additional funds arising from the indexation of the SPD by increasing the Community contribution to certain forms of operation which are in hand and/or by financing new measures; in this deployment of funds, a distinction must always be preserved between the sums to be assigned under the SPD as such ('national measures part') and those to be assigned under the Community initiatives;
- on the basis of this proposal, the Commission makes a formal decision on the granting of additional or new funds in accordance with the relevant procedures.

### **Financial control and irregularities**

31. In accordance with Article 23 (2) of Regulation (EEC) No 4253/88, both the Member State and the Commission may carry out checks in order to ensure that funds have been disbursed in accordance with the agreed aims, with the provisions of the regulation and principles of proper financial management. The checks must enable the Commission to verify that all expenditure charged against the assistance operations was actually incurred, was eligible for support, and was made correctly and in accordance with the regulations. The Member State and the Commission will immediately exchange any relevant information concerning the results of the checks, in accordance with the provisions of Commission Regulation (EEC) No. . . of . . . 1994 on irregularities and recovery of unduly paid sums in respect of the financing of structural policies, and the setting up of a corresponding information system.

The Italian administration will specify, as early as possible, the arrangements for monitoring the flows of funds. It will also be necessary to specify the procedures for using the treasury accounts (section 5.1.2.4 of the Plan), and in particular the conditions

<sup>1</sup> The funds need not necessarily be used each year. For example, in the case of CSFs or SDPs with relatively small sums, the additional funds resulting from indexation can be accumulated and used in a single amount in the last year in which the CSF or SPD in question applies.



which the regions will be required to meet in order to obtain the transfer and free availability of the funds, including Community funds, to enable them to make payments to the final beneficiaries.

The Member State will keep all the national records of checks on each assistance operation at the disposal of the Commission.

32. In accordance with Article 23 (3) of Regulation (EEC) No 4253/88, the authorities responsible for implementing a given operation will keep available for the Commission all the supporting documents regarding expenditure and checks on the said operation for a period of three years following the last payment in respect of that operation.

#### **Prevention and settling of irregularities**

##### **Reduction, suspension or suppression of assistance**

##### **Recovery of unduly paid sums**

33. Commission Regulation (Unit on Coordination of Fraud Prevention) (EC) No 1681/94 of 11 July 1994<sup>1</sup> contains more detailed provisions under Article 23 (1), second indent, of amended Regulation (EEC) No 4253/88.
34. The Member State and the beneficiaries will ensure that the Community funds are used for the intended purposes. If an activity or measure seems, in whole or in part, not to justify the financial contribution granted, the Commission shall have the power to reduce or suspend assistance and the Member State shall thereupon recover the sums owed, in accordance with Commission Regulation (EEC) No 1865/90<sup>2</sup> of 2 July 1990, concerning interest on account of late payment to be charged in the event of late repayment of assistance from the Structural Funds. The authority responsible for repaying to the Commission the sums which are the subject of undue payment shall be the authority named by the Member State and mentioned in paragraph 22 above. Where the items are not agreed, the Commission will undertake an appropriate examination of the case under the Partnership arrangement, in particular inviting the Member State, or the other authorities designated by the latter for the implementation of the operation, to state their views on the matter within two months. In this respect, the provisions of Commission Regulation (EC) No 1681/94 shall apply.
35. If there is a considerable delay in carrying out an operation, the Commission may, in agreement with the Member State, provide for the resources from the Funds to be rescheduled, reducing the contribution for the operation in question. This does not mean that the contribution for the CSF is reduced.

#### **Procedure for completing operations**

36. The periods in which operations should be completed are set out in the decisions granting funds. These periods apply to the adoption of legally binding agreements and the commitment of the necessary funds by the Member State, and also with respect to completion of payments to the final beneficiaries. The Commission can extend these periods up to a maximum of one year if the Member State so requests, with appropriate notice, supplying the information necessary to justify such a change. In the case of extensions exceeding one year, a formal decision by the Commission is required.
37. No expenditure incurred after the deadline for payments, or after any extension, can be considered for the purposes of granting assistance from the Structural Funds.

<sup>1</sup> OJ L 178, 12.7.1994, p. 43.

<sup>2</sup> OJ L 170, 3.7.1990, p. 35.

### 8.3 Compatibility with Community policies

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According to Article 7 of amended Council Regulation (EEC) No 2052/88, measures financed by the Structural Funds or the FIGF must be in keeping with the provisions of the Treaties, with Community legislation based on the Treaties, and with Community policies. This compatibility is checked when funding applications are examined and while the measures are being carried out. In this connection, the following principles must be observed.

#### Rules on competition

Cofinancing by the Community of systems of State aid for undertakings is subject to the aid being approved by the Commission, in accordance with Articles 92 and 93 of the Treaty.

Under Article 93 (3), the Member State must inform the Commission of any measure which institutes, alters or extends State aid to undertakings.

However, aid meeting the *de minimis* conditions laid down by the Commission at Community level for aid to SMEs<sup>1</sup> is not subject to the obligation to be notified and therefore does not require prior approval. This aid must, however, comply with the implementing arrangements set out in the Commission's letter of 23 March 1993 to the Member States.

Furthermore, specific compulsory notification applies to aid granted in certain sectors of industry, under the following Community provisions:

Steel (NACE 221)	ECSC Treaty, and in particular Decision 91/3855/ECSC
Steel (NACE 222)	Commission Decision 88/C 320/03
Shipbuilding (NACE 361.1-2)	Council Directive 93/115/EEC
Synthetic fibres (NACE 260)	Commission Decision 92/C 346/02
Motor vehicle industry (NACE 351)	Commission Decision 89/C 123/03 extended by Decision 93/C 36/17

The implementation of the provisions governing State aid will be examined in the light of the framework for employment and training aid, which will be approved by the Commission.

The Commission is prepared to commit the funds provided for by the Objective 4 SPD. However, the payment of the Community contribution financed by the Social Fund will be stayed, within the limits of the sum corresponding to the aid arrangement, until such time as the Commission has completed the necessary procedures to approve the said aid, without prejudice to the employment and training aid, in the framework which the Commission is to approve.

#### Award of contracts

Operations and measures cofinanced by the Structural Funds or the FIGF are carried out in line with the Community directives on the award of contracts.

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<sup>1</sup> OJ C 213, 19.8.1992.

Under Article 25 (6) of Regulation (EEC) No 4253/88, notices sent for publication in the *Official Journal of the European Communities* in accordance with the abovementioned directives must specify the essential details of the projects for which Community assistance has been applied for or granted.

Applications for grants in respect of major projects, as referred to in Article 16 (2) of Regulation (EEC) No 4253/88, must contain a complete list of the contracts already awarded and the award procedures employed, in so far as these are required by the public contracts directives. Updated information must be forwarded to the Commission together with the application for payment of the balance for contracts awarded in the intervening period.

In the case of other projects, in particular those forming part of operational programmes and relating to works<sup>1</sup> whose total cost exceeds the limits set out in Article 16 (2) of Regulation (EEC) No 4253/88, in the cases laid down by the public contracts directives, the details of the award of each contract must be made available to the Monitoring Committee and forwarded to the Commission on request.

### **Environmental protection**

The basic principles and objectives of sustainable development, set out in the Community's programme of policy and action in relation to the environment and sustainable development, restated in the Council Decision of 1 February 1993, apply to operations or measures cofinanced by the Structural Funds or the FIG.<sup>2</sup> The Community provisions on environmental matters must also be complied with. Where it affects the planned regional development, priority is to be given to achieving the objectives set out in these provisions.

In the case of programmes and other like measures (global grants or aid schemes) which may have significant effects on the environment, the Member States must supply to the Commission, when applying for assistance and in accordance with Article 14 of Regulation (EEC) No 4253/88, the information which will enable it to assess the effects on the environment.

In the case of the major projects referred to in Article 16 (2) of Regulation (EEC) No 4253/88, applications for assistance must be accompanied by a questionnaire relating to an assessment of the impact the project in question will have on the environment, as required under Directive 85/337/EEC.<sup>3</sup> The same questionnaire must accompany the information sent to the Commission on major projects for which aid is requested from the ERDF within the framework of an operational programme, as laid down in Article 5 of Regulation (EEC) No 4254/88.

### **Equality of opportunity for men and women**

Operations and measures cofinanced by the Structural Funds and the FIG must be in harmony with Community policy and Community legislation on equality of opportunity for men and women, and contribute thereto if possible. Particular attention should be paid to the need for investments and training schemes which facilitate the occupational reintegration of persons with children.

### **Other Community policies**

Operations and measures cofinanced by the Structural Funds and the FIG must be compatible with all other Community policies referred to in the Treaties, with particular reference to the policy on the single market, all aspects of the common agricultural policy, including the exclusions listed under points 1b and 2 of the Annex to Commission Decision 94/174/EC<sup>1</sup> all aspects of the common fisheries policy, social policy, industrial policy, and

<sup>1</sup> The term 'works' is understood to mean the overall result of a series of construction or civil engineering operations which in themselves fulfil an economic or technical function.

<sup>2</sup> OJ C 138, 17.5.1993.

<sup>3</sup> OJ L 175, 5.7.1985.

policy areas of energy, transport, telecommunications, information technology, trans-European networks, research and development.

### **General provisions**

When Community measures are being carried out, the Member States shall take all appropriate steps of a general or specific nature to ensure that the obligations resulting from the Treaty or from the actions of the Community institutions are fulfilled.

For its part, the Commission ensures that the Community provisions adopted under the Treaties are complied with. The Member States shall assist the Commission in performing this task by providing it, on request, with all useful information.

If the Commission considers that, with reference to a particular operation or measure, the Community provisions were not complied with, it will conduct a suitable examination of the case in the framework of the Partnership, as provided for under Article 24 of Regulation (EEC) No 4253/88, in particular requesting that the Member State or the authorities designated by it to implement the operation, submit their comments within a specified period.

Should this examination confirm that an irregularity exists, the Commission may initiate an infringement procedure under Article 169 of the Treaty. As soon as this takes place (dispatch of the letter of formal notice), the Commission will suspend the Community aid granted for the project in question.

### **C. *Technical assistance and experts***

Within the SPD and the assistance operations, a proportion of the appropriations is reserved as a contribution to the financing of measures to prepare, assess and monitor the operations planned or undertaken under the SPD and the operation in question. This allocation can also be used to finance the information and publicity measures undertaken pursuant to Commission Decision 94/340/EC of 31 May 1994, relating to information and publicity measures to be taken in the Member States in connection with operations financed by the Structural Funds and the financial instrument for fisheries guidance (FIG).

A limited portion of the appropriations forming the financial package for technical assistance (not more than 5% of the multiregional O.P. for systems reinforcement) can be used by the Member State or by the Commission, in the amount of 50% each, for implementing measures on their own initiative. The criteria for the use of these appropriations will be determined by joint agreement between the Member State and the Commission. Each party will inform the other about measures initiated under these circumstances.

Other measures will be initiated within the framework of the activities of the Monitoring Committee.

In the performance of the tasks allocated to them, the representatives of the Member State and of the Commission may obtain, subject to reciprocal agreement, the assistance of experts of their choice. Such agreement may only be refused for properly justified reasons.

### **D. *Information and publicity***

The provisions of Commission Decision 94/342/EC relating to information and publicity measures will be applied by the Member States in connection with operations financed by the Structural Funds and the FIG.

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<sup>1</sup> OJ L 79, 23.3.1994.

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## Subprogramme: *Valle d'Aosta Region*

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Priority 1: Anticipation and planning support activities

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### *Objective*

The objective of the Priority is to adapt the professional strategic planning skills and short/medium-term assessment/programming skills relating to vocational training.

The recipient groups to be involved are:

- (a) as regards strategic planning, the management of regional administrations, of business associations and of workers' unions;
- (b) as regards short-term assessment/programming, the officials and senior personnel of the region and of organizations referred to in (a), and of the training structures operating in the region.

The adaptation referred to above is strictly linked to the implementation and correct running of the strategic planning, programming and assessment procedures defined by the project entitled 'information and verification system to support programming, management and control activities in vocational training'.

### *Substantive and cost features of the planned measures*

The programming for the present Priority envisages favouring the following measures:

- (a) as regards the introduction of the recipients of the training to strategic planning procedures and techniques:

four courses (of about 10 persons each), divided into four seminar cycles each lasting five working days. They will be arranged on a residential basis, organized so as to ensure the simultaneous presence of the three groups of beneficiaries, and so as to provide exchanges of experience with similar professional figures from France and Switzerland;

- (b) as regards the acquisition of skills associated with the implementation and correct running of the innovations introduced in the programming/assessment stages:

five modules (each for about 10 persons belonging to homogeneous groups) of an overall duration of 100 hours each, at a cost of LIT 25 000/hour per person; 'tutoring' activities by experts in each of the structures involved, in the analysis of needs, the planning of training, and the assessment of the effectiveness and efficiency of the training initiatives.

### *Result expected*

The result expected is quantification and monitoring over the first three-year period of the main system indicators identified within the framework of the project, with improved results in the second three-year period.

*Objective*

The objective of this Priority is to adapt the professional resources:

- of the enterprises to the structural changes in the economic system and to the impact of the single market;
- of those bodies providing services to the need to extend the provision of a wide range of services which are locally lacking.

The Priority is divided into two sub-Priorities:

- sub-Priority A: adaptation of the professional resources belonging to the sector of employment defined as 'critical';
- sub-Priority B: enhancement of the knowledge and skills of employees (especially those with specialized technical and managerial tasks) and of company managers — especially in SMEs — and of managers and technical personnel providing a wide range of services which are locally lacking;

**Sub-Priority 1**

*Types of recipient*

Recipients of ordinary income supplement, workers in dead-end occupations, employed and self-employed workers, in connection with the effects of national legislation and/or Community directives.

Those identified as a priority category here are workers employed in crisis-hit sectors (steel, construction, cross-border shipping) whose firms are undergoing reorganization of production.

*Result expected*

Maintaining the jobs of 400 persons in crisis-hit sectors.

**Sub-Priority 2**

*Type of recipient*

This measure is directed at all workers and management personnel, especially in SMEs.

The intention here is to favour the following categories:

- (a) entrepreneurs and management/directors of firms belonging to any production or services sector (including public sectors, but not civil servants);
- (b) those employed by SMEs, craft undertakings or units which provide public services (excluding civil servants).

*Substantive features*

The intention is to give preference to the following activities:

- (a) 'applied training' for entrepreneurs and management/directors in specific specialized subjects. It is assumed that the operation will be broken down into three stages (theoretical/conceptual training in classrooms, specific advisory service for a subset of enterprises to work on specific cases of the subjects discussed in theory, and discussion of the cases in the classroom and consolidation of the contacts acquired;
- (b) making the entrepreneurs aware of the evolution and implementation of innovative in-house plans by installing 'contract managers' to support the firm's internal resources. In this way, the SME can acquire know-how, and enhance the professional skills of their own resources without having to accept the significant costs of a full-time manager;
- (c) modular vocational training operations for directors, specialists and technicians in the services sector, including public services, intended to allow the introduction into the Valley of a wide range of services which are absent at present;
- (d) modular vocational retraining/upgrading courses for employees in SMEs and craft enterprises, to adapt their qualifications to the qualitative changes in the demand for labour.

The intention is to devote about 4% of the current allocation to the group of activities mentioned above, broken down as follows by project type:

- 'applied training' of entrepreneurs;
- increasing entrepreneurs' awareness of the value of in-house plans;
- training of specialists covering a wide range of services;
- retraining/upgrading of employed persons.

It is envisaged that all these activities should be carried out jointly with the firms, whose financial contribution would be not less than 20% of the admissible expenditure.

#### *Results expected*

Maintaining the jobs of the 1 760 persons involved in the planned operations; increasing the level of competitiveness of at least 400 firms; extending the range of activity of at least three broad-range services.

### Priority 3:      Technical assistance

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#### *Objective*

The intention here is to favour technical assistance and 'tutoring' operations for the benefit of those enterprises involved in regional projects for the modernization/restructuring of sectors, to enable them to identify the vocational profiles necessary in order to implement the projects and to programme/plan the appropriate operations.

#### *Substantive features*

The plan is to provide 25 firms involved in sector updating/restructuring projects with technical assistance in the programming/planning of training operations by enabling them to benefit from the contribution made by experts.



The operations will be carried out under agreements, with the financial participation of the enterprises amounting to not less than 20% of the admissible expenditure.

*Result expected*

The introduction of training programming/planning in 25 firms, with a view to training 10 persons per firm.

## Subprogramme: *Piedmont Region*

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Priority 1: Anticipation and planning support activities

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### **Sub-Priority 1: Training operations**

The intention is to undertake operations to train employees of enterprises and their co-operatives in the area of human resources development; to train operators of the training and service structures for the enterprises; and operators working for the social partners, bilateral bodies, and CILOs (Local Employment Initiative Centres), including the experts acting for the observers of the employment market.

Together with the training operations, it is intended to undertake projects aimed at diagnosing workers' skills and, on the basis of these, guidance measures to help the workers to develop the capacity to assess their own skills so that they will embark on any training activities with greater motivation, thereby achieving higher success rates.

Operations of this type, taking the form of study and information activities based on courses and seminars, can be undertaken under appropriate agreements concluded with the organizations representing the workers, the employers and the professional classes.

### **Sub-Priority 2: Research operations**

In relation to the types of activity described, and consequently by way of supplement to these, monitoring and assessment activities will be carried out which are intended to verify the effectiveness and efficiency of the training activities. The experimental nature of many of the activities makes it essential to verify the implementation of the continuing training system, using methods which will make it possible to assess the quality of a project objectively and to follow, over the course of time, the changes in the workers' occupational, pay and professional conditions.

Thus, resources intended for research will also be directed towards the study of new ways of assessment.

Seminar-type operations will also be undertaken, aimed at enterprise managers and involving experts from the academic departments concerned, in other words operations to provide support, including financial support, for research projects connected with the development of the ability to anticipate and forestall changes in production and organization and with the consistent development of enterprise attitudes towards planning the operations.

In this context, the role of the observers of the employment market will be one of ensuring accurate analysis of the socioeconomic data relating to the region, which will have to be continuously updated to provide public and private operators with the essential basis on which to work when planning the operations within their areas of responsibility.

Finally, operations will be developed which are aimed at guiding and diagnosing workers' skills. These initiatives will be arranged under suitable agreements concluded with the organizations representing the workers, the employers and the professional classes.

Priority 2: Activities aimed at adapting and supporting human resources in the light of the structural changes in the economic/production system and the impact of the single market

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### **Sub-Priority 1: Operations in critical employment areas**

It is intended that the present sub-Priority should include operations involving the retraining of workers. The purpose of the training will be to upgrade the vocational skills both of workers employed by enterprises involved in working activities which have no prospects of development because they do not fit into the new productive and organizational structures, and of employed and self-employed workers whose qualifications have become insufficient because of the introduction of national legislation or Community directives.

### **Sub-Priority 2: Developing the skills of SMEs workers and managers**

In particular, the intention is to undertake (on the basis of collaboration between the regions and the training bodies, the enterprise cooperatives, and workers', employers' and professionals' organizations) operations to enhance the vocational skills of workers employed in, and those responsible for, small and medium-sized enterprises and to develop the associated cooperative service structures.

These actions are designed to experiment with and finalize training approaches which are to be consolidated into flexible, transferable continuing training modules, including through the use of multimedia instruments for distance training.

Still within the framework of Priority 2, in addition to the human resources adaptation schemes referred to in connection with the previous sub-Priorities, which are more specifically technical and operational in nature, other economic activities are also possible to support business activities which will be able to generate new employment, or to give assistance to newly established enterprises in independent or associated form.

In this context, it will be possible to take advantage of the provisions of national or regional legislation for the sector.

In more critical cases, resulting from structural changes which do not allow the short-term total reabsorption of the workers into the production cycle, it will also be possible to undertake specific projects, in consultation between enterprises and local authorities, intended to make use of temporarily surplus labour in socially useful forms of work.

Priority 3: Technical assistance

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The planned operations will be designed to create adequate support structures for the schemes financed with ESF assistance, with a view to providing public and private operators with tools for the programming, prior appraisal, on-going assessment and *ex-post* evaluation of all the initiatives.

In particular, information systems will be devised to be applied to the assessment systems, making it possible to record data relating to changes in enterprises and modifications in professional and occupational structures, and to record and analyse the follow-up data connected with the courses provided.

Finally, training days are planned for the instructors and other senior personnel involved in the continuing training operations.

## Subprogramme: *Lombardy Region*

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Priority 1: Anticipation, planning support and management  
of a continuing training system

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This priority is designed to develop a strategy intended to support, enhance and provide advance assistance with the implementation of the aims envisaged by Objective 4, as regards the development of training structures and/or structures intended to provide substantive services to enterprises, designed to meet the requirements of planning support (research, monitoring and assessment for the activities of Objective 4: planning and implementation of information systems and deployment of local and sectoral observers) and to set up information systems for workers and enterprises. Within this operational framework, and in connection with the process of delegation of powers to the intermediate local authorities (provinces) which is currently taking place and provides for integration between the public guidance structures for the area (CITEs) and those for analysing the employment market (observers), and which could lead to the setting-up of agencies providing services to enterprises and workers in order to balance supply and demand in the employment market, it is possible to envisage the development, use and adaptation of such future structures to provide the necessary technical and analytical support for the implementation of the activities provided for by Objective 4.

In the area of prevention, local analyses of the socioeconomic context and analytical predictions covering supply and demand in qualifications, management of qualifications, and training requirements will be undertaken in relation to the technological and organizational modifications linked to industrial change.

Priority 2: Activities aimed at adapting and supporting human resources  
in the light of the structural changes in the economic/production system  
and the impact of the single market

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This Priority, designed for workers at risk of unemployment, comprises three assistance measures.

### **Sub-Priority 1: Measures to benefit workers affected by significant structural changes in the production system, especially workers receiving ordinary income supplement**

To develop an assistance strategy aimed at the retraining of those human resources who are in critical positions in terms of the changes taking place. The planned operations will be undertaken in situations connected with the introduction, use and development of new production systems, and will be designed for workers on income supplement and/or workers threatened with unemployment in enterprises which are undergoing restructuring.

The features and contents of these operations will, in any case, be more extensively defined and/or amplified in the course of the activity, by way of the analyses and other support activities provided for in Priority 1, with particular regard to subjects connected with environmental protection and the achievement of production systems with a reduced environmental impact.

In the case of the same types of beneficiaries who, as a consequence of the initial circumstances, encounter problems in successfully changing profession and ultimately become the responsibility of the Ministry of Labour, it is possible to think in terms of guidance and skill-diagnosis activities, with a view to starting up independent and/or cooperative activities, with particular attention being given to socially useful functions.

### **Sub-Priority 2: Development of workers' skills, in particular in SMEs, focused on distance training activities**

To develop a strategy of training, retraining, technical assistance and awareness-increasing activities directed at SMEs facing significant organizational and technological changes and modifications, brought about by the introduction of new technologies (engineering, applied and process-control computerization, flexible automation, new non-polluting materials, total quality techniques, just-in-time service, etc.) and/or the internationalization of markets, defining a scenario in which it becomes more and more important to develop forms of cooperation with other enterprises and, especially, with major enterprises with new features of relocation of production.

In this context, particular importance attaches to the training and retraining of workers who hold qualifications which, in view of the on-going organizational and technological changes, need to be updated or converted to new vocational contents in line with those changes. Against this background, an SME is in an objectively disadvantaged position, lacking the internal organizational and economic resources for the necessary retraining of its workforce. This training will, therefore, be addressed to the sectorial classes of workers, and will have to focus on qualifications which contain aspects making it possible to transfer the acquired skills to other firms, partly in order to avoid direct assistance to the individual proposing firm.

### **Sub-Priority 3: Operations intended to develop the practice of internal and inter-company training plans, diagnosis of workers' skills and activities to increase awareness among enterprises**

To develop an operational strategy directed at the programmatic construction of training plans which will anticipate the new operational architectures of the enterprise in the on-going process of change determined by the introduction of new technologies (engineering, applied and process-control computerization, flexible automation, new non-polluting materials, total quality techniques, just-in time services, etc.) and/or the internationalization of markets.

In this context, it will be necessary to develop a qualified independent training body, external to the enterprises, which will develop operations to increase awareness, in the various sectors and sections, of these prospects for intercompany and local training operations, in the context of a partnership between employers and representatives of the workforce, and between the latter and the public institutions, designed to set up stable planning, assessment and monitoring bodies.

Consequently, those implementing this sub-Priority will comprise, apart from the vocational training centres and the cooperative service structures, the bilateral bodies set up by negotiation or recognized by Article 9 of Law 236/93, possibly together with private consultancy firms.

### **Types of operations under Priority 2:**

The operations envisaged under this Priority will be designed, from the standpoint of teaching methods, to overcome the tendency to academicize the training processes, through an extensive and diversified use of multimedia instruments, distance training and personalized tuition which will involve both instructors and company technicians.

In detail, they will be implemented through the following activities:

- training and pre-training activities;
- employment promotion devices;
- positive measures;
- measures to promote independent and associated entrepreneurship;
- socially useful work activities organized for the workers in question.

### Priority 3: Technical assistance

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This priority focuses on the development of horizontal projects designed to coordinate and reinforce the operations carried out under the previous Priorities. In particular, Priority 3 should enable the continuing training system which is being set up to consolidate the subjective capabilities of employees who are among the public and private beneficiaries of this intended objective.

The procedure, then, will involve developing training schemes which will increase awareness and lead to vocational qualifications enabling the achievement of the objectives envisaged under the other Priorities by the experts representing the structures working on behalf of the social partners (bilateral bodies, research centres, etc.), the regions (Ministry of Employment agencies for bringing together supply and demand, provided by the integration between CITE and Ministry of Employment Observers (see Priority 1) not excluding other public analysis and research institutions), the enterprises or cooperative structures (human resources development area), private companies providing information and substantive services to enterprises in connection with planning support requirements, also not excluding the creation of coordination and support structures for these training activities.

#### **Types of operations under Priority 3:**

The activities intended to link the training policies of the various extra-regional and inter-regional systems with the active policies under the employment market will be implemented through the following measures:

- training, upgrading and retraining activities for those employed in training;
- measures supporting the services necessary for setting up and running bilateral verification and planning bodies.

## Subprogramme: *Autonomous Province of Trento*

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Priority 1: Anticipation and planning support

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### **Sub-Priority 1: Research, study and assistance activities**

The objective of the operation is to experiment with and bring into operation a complex system of flanking and support activities for the subprogramme, which, in terms of the objectives pursued, will take the following form:

#### *Assessment operations*

To enable the measures promoted within the framework of the present programming document:

- (1) to acquire an importance in planning terms which is consistent with the requirements emerging from the local situation;
- (2) potentially to be reviewed, in terms of their operational and structural elements, exploiting the experimental data;
- (3) to constitute an element of re-examination and revision of the underlying policies;

it is necessary to experiment with and bring into operation a complex system of assessment which covers both the interpretation of requirements in support of planning and the prior appraisal, on-going assessment and ex-post evaluation of the operations.

#### *Measures to record and analyse qualification and training requirements*

The development of a continuing training system makes it necessary to experiment with and subsequently bring into operation a model for recording and analysing requirements, which comprises:

- an analysis of the lines of development of vocational qualifications and working processes;
- an analysis of training requirements in the various sectors and areas of production.

This model, to be agreed upon with the social partners, could take advantage of the favourable experience acquired in some areas and be linked to any methods adopted at national level.

#### *Operations intended to develop innovative teaching instruments*

New methods and the application of information technology and communications technology to training are transforming the way in which training is carried out: the traditional training activities in classrooms are thus being flanked by new systems which are characterized by flexibility.

*Research operations/feasibility studies intended to adapt the vocational training system to the specific requirements of continuing training*

The vocational training system in Trento is primarily oriented towards on-the-job training, as is generally the case with regional vocational training. The development of a continuing training system calls for a strategy for the retraining of some of the human and organizational resources. In the first instance, therefore, it will be necessary to carry out a study project which identifies priority objectives, links, resources, phases, periods and feasibility, so as to put the public authorities in a position to make accurate choices along these lines. Subsequently, these indications will have to be put into an appropriate specific form, in measures for the overall reorganization of the system.

### **Sub-Priority 2: Guidance and skill diagnosis measures**

The objective of the present operation is to permit the organization and implementation, at a peripheral level (opening of a branch in each district), of guidance and skill diagnosis services, in order to focus attention on employment emergency phenomena.

Priority 2:           Activities aimed at adapting and supporting human resources  
                          in the light of the structural changes in the economic/production system  
                          and the impact of the employment market.

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### **Sub-Priority 1: Training, upgrading and retraining activities with reference to the critical area of employment**

Through the operations falling within the scope of the present sub-Priority, the Autonomous Province of Trento intends to reinforce its own commitment with a view to assisting in the gradual removal of the causes which bring about underlying 'critical' situations, as regards specific groups of workers or areas of qualification.

The instrument of assistance is the 'training incentive', used in any case as an anticipatory strategy, but primarily oriented towards enabling the upgrading of the vocational skills of those workers who, because of the characteristics of their professions or the market or structural dynamics of the firms or sectors to which they belong, are potentially at risk of unemployment or have even been formally notified of that status.

These are, therefore, operations intended for workers receiving ordinary income supplement, seasonal workers, those with few or no qualifications, those with limited schooling, those whose vocational qualifications have become useless, employees of firms undergoing restructuring or conversion or in difficulties as a result of structural reasons, and employees of firms which are implementing procedures of reorganization or technological adaptation which could potentially result in the laying-off of workers who cannot be retrained.

Proprietors, partners or permanent staff members (excluding self-employed workers) who provide their services within craft undertakings, small enterprises (including one-man businesses) or cooperative companies, are treated as equivalent to employed workers.

The measures included within the present project can be carried out only by registered and qualified management institutions (these are not in-house training plans), and are structured as periods of theoretical/practical training (in the classroom or laboratory), integrated with customized training modules (including flanking modules) to be undertaken in a work context.

The operations can also be organized in accordance with the specific methods of distance training.



## **Sub-Priority 2: Training activities intended to develop the vocational skills and knowledge of the workers and enterprise managers, especially in SMEs**

The operations envisaged within the scope of the present sub-Priority have as their objective the promotion of personnel training through the implementation of internal or inter-company training plans as an anticipatory strategy in relation to the specific objectives of the actual organizational realities concerned.

Potential beneficiaries of these operations are both the employees and the management of small and medium-sized enterprises.

The training courses will be structured to favour alternation between phases of theoretical/practical training and periods of assisted application of vocational skills in a direct working context.

It is not standard practice amongst enterprises to devise and carry out organic training plans enabling the adaptation of workers' professional skills to industrial change and to the evolution of production systems.

The following measures to increase awareness and support activities are intended to promote the propagation, experimentation and consolidation of this practice:

### *Information seminars*

This measure to increase awareness takes the form of a programme of seminars, some of which are to be arranged on a decentralized basis, and which are designed primarily to benefit the socioeconomic actors but also, broadly speaking, other potential beneficiaries in general who may be (directly or indirectly) concerned.

The specific objective of the seminars is to guarantee initial widespread awareness of the instruments and potentials involved in the continuing training system which is being implemented.

These measures are a logical preliminary to undertaking operations, indicated below, more directly involving enterprise management personnel in the training ethos.

### *Operations for training and upgrading the management of enterprises*

Development of a system of consultancy support for the implementation of internal and inter-company training plans.

## Priority 3: Technical assistance

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The objective of the present Priority is to bring into action a linked system of operations (including the availability of open learning courses and multimedia teaching materials) intended to develop the vocational skills — as a key to 'anticipating situations' — of those involved in the programming, implementation and assessment of the activities making up the present programming document.

In particular, these operations can be classified as set out below:

- operations for training and retraining instructors;
- operations for keeping the experts working for the social partners up to date;

- operations for upgrading the skills of those responsible for/coordinating the training structures;
- operations for upgrading the skills of the officials of the Autonomous Province of Trento.

## Subprogramme: *Autonomous Province of Bolzano*

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### Priority 1: Anticipation and planning support activities

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The intention is to provide measures to strengthen the continuing and permanent training systems, with a view to guaranteeing homogeneity of training and obtaining a system capable of acquiring data relating to the training demand expressed by SMEs. The intention, then, is not merely to react to the express needs of vocational training, but also to try to predict those which have not yet become apparent.

There is also felt to be a need for projects able to identify dynamic approaches to a new range of training services in line with social and economic demand. In this area, great interest attaches to models inspired by job-search theory, the mechanisms which regulate employment supply and demand and focus on recurrent training and forecasting techniques for anticipating and organizing the demand for jobs.

Other operations of an informative and promotional nature are also possible. Among these are measures intended to increase the awareness of those responsible for enterprises (SMEs, service structures, cooperative structures, employers' organization services, etc.) and operations intended to provide support in the way of knowledge and information on the propagation of planning processes (adoption of methods and systems for planning human resources within enterprises and training).

Specifically, by way of example, seminar-type operations may be undertaken which would be directed at those responsible for enterprises and involve experts from the academic departments concerned.

The entire sub-programme will also be subjected to a continuous, in-depth system of prior, on-going and ex-post monitoring and control.

Information on the activities and training policy will be provided to all potential beneficiaries of the operations, through publications and the production of other informative material and seminars.

The Priority comprises two sub-Priorities:

#### **Sub-Priority 1: Studies for the cognitive improvement of continuing training**

#### **Sub-Priority 2: Pilot projects for the standardization of models and procedures for on-the-job training**

The Province of Bolzano has already launched cognitive initiatives, such as the study of demand for training qualifications among enterprises in the Upper Adige. The Priority makes it possible to deepen and systematize the studies and, especially, to transfer their results to different contexts.

The pilot projects will relate to inter-company continuing training initiatives for the innovation of teaching methods in a working environment.

Priority 2: Flanking measures/adaptation of human resources

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Priority 2 occupies a central position in the breakdown of Objective 4. The continuing training measures have been classified in accordance with Community legislation, and are intended both for workers affected by industrial change and for personnel involved in production innovation procedures. An appropriate sub-Priority has been established to finance training for the personnel of training and cooperative structures, with priority being given to the cooperatives.

The intention is to channel the majority of the available resources to SME workers. However, the economic problems of large enterprises have not been forgotten.

The Priority is broken down into three sub-Priorities, intended for:

- (1) Workers involved in processes of industrial change;
- (2) Workers whose professional qualifications have been weakened as a result of the reduction of the production system;
- (3) Independent training personnel.

Priority 3: Technical assistance

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The proposed beneficiaries of this Priority are identified in terms of their involvement in the planning and implementation of the continuing training measures: they are operators representing the social partners, provincial operators, company operators in the area of human resources, and operators of the training structures and guidance services. Among the sub-Priorities provided for in the subprogramme of the Autonomous Province of Bolzano, greater weight has been given to measures aimed at workers employed in the area of human resources and the personnel of the provincial training structure.

The Priority is broken down into measures intended, respectively, for:

- (1) Provincial operators;
- (2) Training in the area of human resources;
- (3) Training for operators of public structures;
- (4) Training for operators of training structures and/or guidance structures.

The largest group, numerically, is SME personnel who have no specific people working in the field of human resources.

Each sub-Priority also includes studies and analyses of the general situation and specific subjects.

## Subprogramme: *Autonomous Region of Friuli-Venezia Giulia*

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Priority 1:           Anticipation, planning support and management of a continuing training system

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Through the resources available under Priority 1, the intention, first and foremost, is to bring into being a system for establishing the training requirements associated with Objective 4 vocations. In particular, this will be designed to provide support for the regional enterprise fabric, which is especially rich in small and medium-sized enterprises, allowing an effective anticipation of trends in terms of vocational profiles and qualifications. Particular significance will be attached to the role of the vocational training bodies, which, within the process of conversion to training agencies, will be primarily called upon to provide service activities for enterprises. It is on this basis that all measures (guidance, analyses and studies of the socioeconomic territory, etc.) capable of enabling the abovementioned agencies to ascertain unexpressed and substantive requirements and translate them into effective training proposals will have to be implemented.

In a geographical situation in which small and medium-sized enterprises play a dominant role, it will in fact be up to the peripheral bodies to propose the innovative operations, since it will be impossible for the enterprises to find the internal human resources and organizational capacities necessary for this purpose. All the proposals will then be subjected to verification by the union organizations and through the setting-up of a suitable bilateral body.

For this purpose, as a pre-training period, a major operation will be undertaken for training instructors, both horizontally (within the existing regional vocational training system) and vertically (through the involvement of the union representatives and the cooperation of the bilateral bodies).

In particular, the objective of the Priority will be focused on:

- the propagation of a technological/scientific enterprise culture based on the production processes and the subdivision of the available training services;
- the development of skills essential to the identification of requirements;
- the setting-up of an integrated system of training services capable of ensuring an overall approach to the needs of firms and developing a modern system of certification.

The types of operations involve measures designed to:

- analyse the levels of additional knowledge which the traditional vocations need in order to increase production capacity;
- ascertain and specify the level of vocational qualifications of workers in employment, and define the actual training needs;
- arrange studies on the scenario of technological changes and determine the training requirements on the basis of those changes.

Priority 2: Flanking activities and adaptation of human resources  
in the light of the structural changes in the economic/production system  
and the impact of the single market

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Included within Priority 2 are operations designed for those workers who, because of their own vocational qualifications and because they are involved in major and significant processes of change/adjustment in the production system, are threatened with the loss of their jobs or continuing unemployment.

A powerful boost will be given to increasing workers' skills, especially the skills of those working in small and medium-sized enterprises, which represent the mainstay of the regional economy. With this in mind, not less than 80% of the resources will be allocated to SMEs.

The special feature of the recipient groups in question, all of whom are in employment, requires particular attention in terms of defining the forms of assistance. As well as direct training measures, therefore, the intention is to make use of multimedia instruments, distance training and personalized assistance through tuition by instructors and/or internal technicians. New types of operation, which are innovative by comparison with standard vocational training activities, require a commitment from those concerned and therefore call for a series of procedures for identifying the requirements which will be financed under Priorities 1 and 3 and will have significant repercussions within Priority 2.

In particular, the Priority will promote the training:

- of workers involved in significant periods of industrial change;
- of workers receiving income supplement, priority being given to those whose working situation is associated with processes of modernization within enterprises;
- entrepreneurs, or managers and directors of enterprises.

The measures included within the present Priority will be directed towards:

- the creation of technical and vocational qualifications for the introduction and maintenance of technologies, capable of combining engineering, management and computerization techniques;
- training in total quality and, in general, in flexible automation techniques;
- training in the internal management of change and the development of skills relating to self-apprenticeship and horizontal management.

Priority 3: Technical assistance

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The use of the present Priority is intended to be proposed in strict correlation with Priority 5 of Objective 3. The primary intention is to strengthen the structure of the Regional Vocational Training Council by extending the knowledge and professional qualifications of its workforce.

In this way, and through the involvement of the social partners, it is hoped to provide the support necessary to ensure that effective continuing training measures can be implemented.

In particular, the Priority will provide the necessary training of the instructors within the regional system, by facilitating the necessary upgrading of their professional qualifications and their preparation, in connection with the studies and analyses provided for under Priority 1, and the provision of a set of computer-based instruments to be used in the course of development of the programming period envisaged. A number of databases (for example, one on professional profiles) will then be instituted and subsequently implemented, which will serve in particular to ensure that the impact of the measures is effectively monitored.

## Subprogramme: *Veneto Region*

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Priority 1: Anticipation, planning support and management of a continuing training system

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Under this Priority, it is intended to undertake operations associated with the implementation of long-term structures and instruments, with a view to achieving the strategic objective of changing the vocational training system in Veneto. An attempt is being made to develop a new operational model, no longer linked to training designed to follow on from compulsory schooling or higher education, but widening the operational context to include continuing training and retraining. This opening-up procedure, however, will have to be accompanied by a period of adaptation of both the structures and the human resources which are to operate within this scheme. Qualifying measures can therefore be identified as follows:

(a) **Conversion of the vocational training centres into training agencies**

This is seen as a way of enhancing the potential of public and private VTCs in the field of upgrading workers' qualifications, thus creating alternatives to the traditional activities. It is hoped to open branches providing services to enterprises and, in general, to the business fabric of the territory, developing a system for increasing awareness and providing information and specific assistance for technological and organizational innovation in the sector, and for the planning and management of wide-spread and high-quality training activities. It is also hoped that this restructuring activity will serve as a basis for initiating studies intended to introduce innovative teaching models (such as distance training), to be integrated with the traditional models in a context of creative evolution and the direct creation of responsibility for the person being trained. Attention will also be paid to the acquisition of suitable equipment to achieve the aims stated above, and to the testing and implementation of forms of assistance to start-up activities and activities providing employment support.

- (b) Development of research activities in the field of assessment/monitoring of the training courses implemented, on the basis of the experiments initiated by the competent regional structures.
- (c) The phase of computerization of procedures and of the technical and administrative management of the European Social Fund will be implemented and brought up to full operational capacity. This activity will also be directly linked to the objectives set out under point (a) above.
- (d) Implementation of a new, structured information and publicity system for the activities of the European Social Fund. It will be based on the provision of a regular bulletin which will contain useful information and studies, research and other material for release to the general public. Seminars will also be arranged to publicize the Community and regional training initiatives.



Priority 2: Activities aimed at adapting and supporting human resources in the light of the structural changes in the economic/production system and the impact of the single market

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The structure of Priority 2 hinges on operations to adapt resources in relation to the structural changes in the economic and productive system. In particular, the intention is to promote continuing training, designed as a structured and coordinated period of training activities designed continuously to increase the training user's awareness of the processes of technical and organizational change associated with the current trends in various sectors of the economy.

As already emphasized earlier, the strategic nucleus of this training model lies in the central importance of developing a system culture in the individual, identifiable as the full comprehension of his own role in the production sector to which he belongs, through mastery of the relevant technological concepts. This, then, is a complete reversal of the traditional approach adopted in upgrading activities for workers, based on the principle:

Technological concepts/role (the technological concepts determine the role).

By contrast, the approach represented by the new principle is:

Role/technological concepts (in other words, only through a full understanding of his role can an employee derive full benefit from the technological concepts).

Along these lines, continuing training can cover three areas:

- (a) Retraining of workers, which can be associated with definable requirements of in-house development or areas of personal and vocational self-realization, also directed towards the increased awareness essential to starting up independent business activities.
- (b) Change of profession for those workers involved in 'critical' areas of employment.
- (c) Training of workers with insufficient academic qualifications in socially useful working areas.

The development of Priority 2 can be defined in connection with two sub-Priorities:

#### **Sub-Priority 1**

This sub-Priority covers the operations summarized under (b) and (c) above. It is possible, then, to identify the lines of operation designed to protect and rehabilitate workers receiving income supplement, and those involved in crisis situations in general.

It is possible to develop vocational qualifications (which can also be linked to the requirements of public authorities) to meet the needs of personnel placement.

#### **Sub-Priority 2**

The operations under this sub-Priority refer to the activities set out above under (a). The intention, then, is to promote retraining courses for workers which can be linked to definable requirements of in-house development or areas of personal and vocational self-realization, with particular (though not exclusive) reference to the sector of SMEs, and additionally aimed at the possible start-up of independent business activities.

All this means adopting two lines of approach, as follows:

- (1) Operating within clearly defined internal situations, as a way of contributing to the introduction of the concept of continuing training as a strategic dynamic within the enterprise system, deriving the maximum benefit from the potential of the human resources available at the time in order to confront the challenges posed by the international market in terms of technology and organization.
- (2) Taking action to promote retraining, not only at a structured level (as can be the case within an enterprise) but also by encouraging activities intended to stimulate direct individual learning in relation to strictly topical subjects in the various areas of an enterprise, or in relation to technological and organizational reference models. This process can involve a variety of operators (professional associations, training institutions, etc.) which, in their turn, will need to be extremely pro-active in their dealings with users. This will make it possible to attain two results:
  - Favouring access to continuing training for all workers, and especially those working in crafts and small enterprises, who are not associated with enterprises of sufficient size to enable them to develop independent training strategies.
  - Contributing to research within the structures operating in vocational training, and to the continuous upgrading of the qualifications of those working within them. All this is designed to develop a genuine proactive and analytical capability on the part of these structures in their dealings with the working world.

Priority 3:        Technical assistance

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The technical assistance stage will be divided into two lines of action:

- (a) Combined specialization by the experts working for the social partners and for the public planning structures. There has for some time been a critical lack of coordination apparent between the experts of the main professional associations/vocational training institutions and regional public structures involved in the programming and management of the activities of the European Social Fund. It is hoped that it may be possible to remedy this situation by way of continuing training schemes (including some of a transnational character), by means of which it will be possible to initiate a period of study of the regional training system and its adjustment to, and comparison with, the more significant European models. This phase should help to develop a new awareness, among both public and private operators, of the importance of quality in training and of new organizational models at operating level (including the deeper study of problems at administrative level).
- (b) Establishment of the observers in the employment market.
- (c) Retraining of the training staff (various types and skills).
- (d) Implementation of phases of instructor training, of a type designed for, or directly connected with, the specific provision of training courses of an innovative type which can be associated with projects designed to redefine the basic activities for young employed persons (including those facing particularly difficult situations) to reintegrate them into the working world.

### Priority 1: Anticipation

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Past experience has demonstrated the relative inefficiency of continuing training courses freely dictated by the market with respect to control of employment.

Enterprises, even the larger ones — which are now few and far between in Liguria — do not pay sufficient attention to the view of training as a strategic instrument for bringing the best out of their human resources.

The training plans — what few of them exist — are strongly conditioned by the 'present' and by short-term necessities, to the extent that, frequently, the demand on the regional training system is conditional on the requirement of immediate action.

On the other hand, the regional training system, when it is notified by enterprises of their requirements in terms of qualifications, often finds itself confronted by specific needs (timetables, impossibility of releasing personnel, reduced numbers, training locations, etc.) which are difficult to reconcile with the customary training organization.

The strategy identified under this Priority, and the subsequent actions, are intended to circumvent this internal logic and — at the same time — the limitations of the training system when it comes to understanding the enterprises' needs.

- The first measure is designed to adapt the planning, dialogue and operational capacities of the Ligurian training system, laying the groundwork for an effective and cohesive continuing training system, focusing on controlling the conversion/adaptation of vocational qualifications and supported by an adequate data processing/information system which can be used to carry out continuous real-time monitoring.
- The second action is addressed to the enterprises, to making them aware of the strategic value of investing in human resources as a prerequisite for development and an essential condition if they are to be able to adapt to changes in the market.

These operations have been concentrated on a number of focal points, avoiding the dilution that would arise if all the available possibilities were to be explored, and — as a result — creating an impact on the underlying causes of the difficulty of maintaining employment.

The social partners and enterprises are being actively encouraged to participate in achieving the objectives.

#### **Sub-Priority 1**

As regards the predictive analytical work, it has been established that the natural institution to undertake this would be the Employment Market Observers, assisted on the basis of agreements by the bilateral bodies referred to in Article 9 of Law 236/93 or by public institutions with powers in the area of active employment policies. These analyses would relate to:

- socioeconomic trends which may have an influence on those presently in employment;

- sectoral and problem trends associated with the environmental impact, which may have an influence on those presently in employment;
- ascertainment of qualification problems and identification of the critical areas;
- forecasts of qualification supply and demand;
- identification of the factors which affect the quantitative and qualitative balance between training systems and employment levels.

As regards the measures to bring innovative ideas into the training system, projects have focused on two crucial points: the organization of continuing training and the substantive coordination of this type of activity.

As regards the first point, the implementation of a study/research project into the centre/agency model is planned for 1994, with experimental application in one centre per province in the period 1995/96.

The objective is to circumvent the traditional long courses and exploit the real initiative capacity of inter-enterprise 'bus' courses which can be implemented at any time.

As regards substantive coordination of the continuing training, it is considered necessary for the scenario analyses (provided for under the previous point) and appropriate technical capacities (see the following point) to be sustained and integrated by means of a data processing/information system (connected up to the observers and to the guidance structures) and supplied *inter alia* with adequate databases.

This data processing/information system will, furthermore, be essential for adequate real-time monitoring and — in consequence — flexible management of the operations as a whole.

The result expected is to bring the training structures into line with the new organizational necessities so as to meet the needs essential for maintaining employment, and to implement training schemes to satisfy the new professional qualifications requirements.

Finally, to improve assessment and monitoring of the information and publicity programme.

Priority 2:        Support measures

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### **Sub-Priority 1**

Included under this sub-Priority are instruments for assisting a particularly critical segment of training recipients comprising:

- workers receiving non-zero income supplement
- workers whose qualifications have become obsolete.

These beneficiaries are at high risk of definitive exclusion from the working world, the women among them being particularly disadvantaged.

The strategy identified, taking into account the characteristics of these persons (including the fact that they are generally no longer young) and previous experience, is to undertake a 'tree-structured' scheme, in other words one starting from a single trunk (guidance –

promotion – training) and then branching out to various possibilities (development of entrepreneurship — socially useful work — reintegration into employment), thus using a mixture of mutually integrated and coordinated actions.

Bearing in mind the particularly critical situation of the female part of the workforce, plans have also been made, as an additional effective instrument, for training activities aimed at developing positive measures within the guidance/promotion activities.

As regards the activity of promotion/guidance, this is the first logical step towards averting that process of exclusion from work which would otherwise be the future of this type of beneficiary.

In operational terms, there are plans for an information campaign about the initiative, supported by the regional and provincial structures assigned to carry out active employment policies, in order to reach the largest possible number of interested persons.

The next step is the implementation of guidance and skill diagnosis activities (with a standard duration of 80 hours), particularly designed to stimulate the subject to formulate a 'training plan' of his own in order to achieve the objective of occupational reintegration either into his original working environment, where that possibility still exists, or into a different one.

The second type of measure relates to training activity as such (the plan standard being 240 hours for upgrading/specialization and 450 hours for retraining), with the objective of achieving a 'personal operational plan for occupational reintegration'.

The key concept is that, in fact, merely imparting knowledge is not very effective in the case of persons already adversely affected by repeated difficulties with remaining in employment and that, consequently, what is necessary is to have them 'redraft' their own working futures, in addition to supplying them with appropriate skills and knowledge.

The 'branching' provided for in the training operations aimed at maintaining employed status comprises the possibility of reintegration into the person's original type of work, the setting-up of an individual or cooperative business activity, and socially useful employment.

## **Sub-Priority 2**

The measures included under this sub-Priority are designed for enterprise workers and management, and especially those in small and medium-sized enterprises.

With the operations planned, the region of Liguria intends to encourage the development of continuing training with a view to improving professional qualifications, especially in the sectors with greatest exposure to radical changes in work organization.

The measures proposed are of two types:

- promotion and guidance activities
- training activities.

As regards the promotion/guidance activities, these are the logical first step towards 'breaking' that process of management of the routine which characterizes the great majority of the working world.

This measure is designed to make individuals more aware of the importance of preventive adaptation of their vocational skills and hence have them assume a greater responsibility for it.

In operational terms, there are plans for an information campaign about the initiative, supported by the regional and provincial structures assigned to carry out active employment policies, in order to reach the largest possible number of interested persons.

Within this activity, particular importance is attached to training for the development of positive measures in order to take positive action with regard to the critical sector of women in work.

As regards the training activities, with a proposed standard of 80 hours, the intention is to favour (systematically transferable) approaches and methods which permit the broadest propagation/awareness of the skills required in the various sectors of production in order to deal with the changes in production.

From this standpoint, experiments will be conducted with distance training operations, operations including work experience courses within companies recognized as valid 'testimonials' of a different organization in the sector, experience exchanges and other forms of training yet to be identified.

The ultimate objective of the joint measures is to stimulate enterprises to formulate in-house or inter-company plans for developing their internal human resources.

Efficiency indicators which have been identified are:

- the type of experimentation undertaken
- the number of enterprises involved
- the type (sector and size) of enterprise
- the per capita cost of the operation.

The enterprises will finance the activities to the extent of 20% of the total cost.

### **Sub-Priority 3**

Under this sub-Priority, the Liguria Region tackles the problem of persuading enterprises (especially the SMEs operating in those sectors which are particularly exposed to international competition) to consider the possible future changes deriving from general trends and to plan the necessary personnel activities.

In order to maintain the concentration of operations which is essential for the effective achievement of results, the Liguria Region has identified four trends capable of producing significant effects on employed persons over the three-year period: quality, the environmental impact of new technologies, the spread of telematics, and the internationalization of smaller enterprises.

In order to induce enterprises to tackle planning for the changes deriving from these two themes, the Liguria Region will allocate grants on condition that the in-house studies are supported by plans to adapt the vocational resources existing within the enterprise.

Indicators of the achievement of objectives will be:

- the number of enterprises applying for the grant;
- the number of economic sectors concerned;
- the geographical distribution of the applicant enterprises;

- the number of employees in the applicant enterprises;
- the number and type of applications granted.

The enterprises will contribute, on average, 40% of the total cost of activities.

### Priority 3: Technical assistance

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The intention is that the operations planned under this Priority should achieve the following objectives:

- promoting the implementation of the planned operations in the form of a unitary, integrated and innovative vision;
- promoting the development of structures designed to provide assistance to enterprises and guidance to workers;
- promoting measures to adapt the vocational qualifications of the operators to new tasks.

In order to achieve the first objective, forms of coordination will be identified which will make it possible to overcome the obstacles posed by the phase of implementation by creating non-permanent structures.

To this end, since it is felt that, in the first instance, it will be necessary to seek out innovative ways to coordinate measures, taking particular account of the special features of the problems of continuing training. Feasibility studies focusing on the objective identified will be compiled by means of publication of appropriate notices.

For the realization of the second objective, given that the theatre in which to operate in order to implement a policy of anticipating and preparing for occupational levels is that of enterprises and workers, without whose increased awareness the adaptation of structures/services/personnel within the training system is liable to be less effective, it will be necessary to adapt the concept of guidance activities, which are traditionally aimed at the unemployed.

The intention is that this will make it possible to overcome the problems of the present situation, where on the one hand enterprises are producing training plans directed solely towards meeting the immediate qualification requirements, while on the other hand the workers are resorting to the training system only when their employment situations have become critical if not desperate.

In order to achieve the third objective, efforts will be made to reinforce instruments and resources capable of ensuring the achievement of the aims defined in the individual measures. In particular, the monitoring and assessment activities will be improved, partly by way of adaptation of the intermediate and final monitoring system. Particular attention will be paid to activities which provide the beneficiaries with information and publicity on the various measures by initiating information seminars.

Finally, the achievement of the fourth objective, adaptation of the training scheme operators, will take the form of a number of operations aimed at users who differ in terms of function and responsibility; particular plans include:

- comprehensive training of the personnel employed at the regional observation centre and the representatives of the social partners (including the bilateral bodies);
- comprehensive training of the personnel employed at the centres which are the subject of the centre/agency experiment;
- training activities for regional and provincial officials employed to coordinate operations for employed workers;

The expected objective is improved planning capacity for a subject — continuing training — for which the results achieved hitherto cannot be described as satisfactory.

- training activities for tutors and coordinators of training operations aimed at employed workers;

The objective is to achieve the capability for full understanding of the scenarios of change in vocational qualifications and to 'manage' the training operation to best advantage with respect to the characteristics of the individuals requiring training.

- instructor training activities, to ensure application of the methods/technologies best suited to the type of 'trainee' group, in the context of inter-company courses;

The expected result is an increased efficiency in courses for employed persons.

- training activity to increase the mobility of personnel in the training system, designed to adapt vocational qualifications through the acquisition of specific knowledge suitable for employment in other fields.

This operation will begin in 1995, following the results of the first analyses and operations planned in the context of Priority 1 to regenerate the system, especially as regards the new organizational model.

The expected result is an increase in the efficiency of the training system as a whole.



## Subprogramme: *Emilia-Romagna Region*

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### Priority 1: Anticipation and planning support activities

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The operations planned under this Priority involve the operators of the training structures and the representatives of the social partners within the bilateral bodies, with a view to constructing a 'shared' training culture.

The objectives which the Region envisages achieving through these operations are:

- reinforcing the qualifications market;
- increasing the awareness of enterprises with respect to technological changes and the qualification requirements these produce, and encouraging them to identify the nature of the changes to be made in terms of human resources in order to complete the conversion process;
- helping enterprises to define strategies for the organization of the technical skills necessary to prepare for new methods of work organization and more advanced technologies;
- helping enterprises to identify the challenges they will have to confront, and encouraging them to analyse the supply of and demand for qualifications in their specialized area;
- reinforcing interchanges and contacts between enterprises in connection with the analysis of needs, and perfecting and transferring the methodological instruments and analytical results to all interested partners (enterprises, public sector, training centres, social partners);
- improving the technical capacities for planning and implementing continuing, flexible and distance training.

Within this framework, the partial conversion of existing training structures into continuing training structures is being promoted; the independent training bodies will have to adapt to the requirements of continuing training, which will involve new ways of reading and interpreting the requirements of enterprises, and a marked capacity in terms of skill diagnosis, preparation of internal training plans, and integrated availability of training, consultancy and assistance services.

Along these lines, the Region intends to provide the vocational training institutions with incentives to adopt organizational forms more suitable for operating in the private training market as well as in the public one, and to improving their own levels of internal efficiency and quality.

In addition to this, the Region intends to provide, for a limited period, more favourable conditions for those institutions which are making the effort to break away from traditional operating practice by associating with others or taking on new business risks, with the advantage — for the public institutions — of accelerating the restructuring of the system and increasing the guarantees offered by the institutions to produce greater quality.

The forms of cooperative organization referred to may relate, for example, to:

- associations between employers and unions to organize joint personnel training (bilateral bodies);
- multiannual plans to improve quality, with particular reference to continuing training (internal human resources development, self-realization systems, computerization, development of functions providing guidance and support with integration into employment, etc.).

Along these lines, flexible training models are planned which are aimed at planners and instructors employed by institutions which have carried out activities under agreements with the Region, or at the new independent training bodies. Preference will be given to initiatives designed to update the traditional training methods and training initiatives to convert and develop the instructors' skills.

Beneficiaries of the operations:

- experts working for bilateral institutions
- instructors
- operators of the training structures.

The assumed basis of continuing training policies has to be anticipatory management of situations. Thus, the information base and the ability to forecast situations become critical. Forecasting becomes a feasible activity, and takes the form of the predictive identification of the training requirements necessary to have the most suitable training operations available before unemployment begins to take effect.

The operations of anticipation and planning included under this Priority also relate to research, monitoring and assessment activities, studies of training requirements, design and implementation of information systems, and establishment of observers in various areas and sectors. Within this Priority, the Emilia-Romagna Region has identified specific areas of action for the anticipatory management of situations.

Areas of intervention (analyses will have to relate primarily to small and medium-sized enterprises):

1. development of comparable models to improve the forecasting of the supply of and demand for qualifications;
2. development of a consistent approach to the analysis of sectoral problems and of vocational qualification and experience requirements;
3. identification of those factors which cause quantitative or qualitative imbalances between training systems and employment systems;
4. strengthening of the qualifications market through feasibility studies in order to create intermediate technical consultancy structures;
5. increasing the awareness of enterprises with respect to technological changes and the qualification requirements these produce, and encouraging them to identify the nature of the changes to be made in terms of human resources in order to complete the conversion process;
6. helping enterprises to define strategies for the organization of the technical skills necessary to prepare for new methods of work organization and more advanced technologies.

The operations planned under Priority 2 are designed to raise the levels of competitiveness and flexibility of the economic and productive system, making it easier for workers to adapt to industrial change and to the changes taking place in the production systems.

### **Sub-Priority 1**

This provides for measures to assist workers affected by significant changes in the structure of the production system, especially those working in enterprises undergoing restructuring and who are threatened by unemployment, employed persons receiving ordinary income supplement, workers whose vocational qualifications have become obsolete or who, in general, have low levels of basic training, or who experience problems with maintaining and adding to their skills, and employed and independent workers, in relation to the implementation of national legislation and/or Community directives.

In this context, and within the framework of employment policies, the Region intends to implement, extend and update the protocol of collaboration of 11 February 1993, on the basis of national and regional legislation, economic trends, and interim assessments undertaken jointly with the social partners, the provinces, the URLMO and the Emilia-Romagna Employment Agency.

The objective is to establish a systematic relation with the measures planned within the framework of ESF operations, progressing from a situation in which in-house or local crises are dealt with on an exceptional emergency basis to one of routine, continuous 'control' of the employment market, with a view to innovation and retraining for development and crisis prevention.

#### *Beneficiaries*

- workers employed by enterprises in functions not yet accommodated by new production and organizational structures;
- employed and independent workers whose vocational qualifications cannot be used because of the introduction of national legislation or Community directives.

### **Sub-Priority 2**

Development of workers' skills, especially the skills of those working in small and medium-sized enterprises, information/support training activities for those responsible for enterprises (including distance training operations).

In particular, the priority areas in which definite priority action is needed are:

- (a) production efficiency, whereby enterprises have acted primarily within the framework of an incremental improvement.

It is necessary to support and promote training activities relating to flexible processes and horizontal integration of research, planning and production;

- (b) technological innovation — the region's production structure is still lagging behind technologically, and this needs to be dealt with;
- (c) quality — while an orientation towards product quality was achieved relatively late, under the pressure of the opening-up of markets, a wide-spread orientation towards

total quality was even slower to arrive. This is certainly one of the areas in which the SMEs are lagging behind;

- (d) defence of markets — commercial areas have long been losing out, in terms of investment, to those more directly associated with production activity. It thus becomes a priority to promote training activities designed to increase the ability to defend markets, in terms of both strategies and commercial organization. In connection with the aspects referred to above, another priority area concerns the new management techniques associated with the appearance of new organizational logics.

#### *Beneficiaries*

Employed workers, entrepreneurs, directors, managers of SMEs and the associated co-operative structures, priority being given to functions connected with the area of human resources development.

#### **Sub-Priority 3**

Establishment of practices based on internal and inter-company training plans, workers' skill diagnosis and activities to increase awareness within enterprises.

In SMEs the routine use of training plans of a type that can anticipate internal vocational resources management is relatively uncommon. In this respect, it will be necessary to take appropriate measures to increase awareness of the problems of training plans. Planning development has, moreover, a significant value for the various persons working for an enterprise, the public operator, and the bilateral bodies set up under contracts.

The activities envisaged in this area are also directed towards the application and optimization of the measures envisaged by the declaration of intent of 11 February 1993, addressed to workers, enterprises and to the social partners (partly through a partnership with the URLMO and the Employment Agency).

These measures comprise promotion, information, meetings, seminars and technical teams.

#### *Beneficiaries*

Those responsible for human resources development within enterprises.

In detail, the types of activity are as follows:

- guidance and skill diagnosis measures
- training and pretraining measures
- employment promotion means
- positive measures
- measures to promote independent and cooperative entrepreneurship
- socially useful work activities.

### Priority 3: Technical assistance

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The implementation of Objective 4 makes it necessary for the Region to bring additional professional skills into play in order to undertake the planning, management and reporting of the operations with increased competence, speed and efficiency.

The Region is currently identifying the necessary professional skills in order then to integrate and redefine the personnel in the offices assigned to the implementation of ESF operations, bearing in mind, moreover that some tasks and functions have a duration which is confined to limited periods.

In fact, there is a clear need for limited support at specific times in order to develop activities characterized by engagements of the 'seasonal' type, in which specific professional skills are necessary.

The presence of such a structure could allow more efficient management of the Objective 4 programme, preventing the occurrence of bottleneck periods on the engagement side, which then affect the results achieved.

The measures included within this Priority are, therefore, intended to support the links between training policies and the general group of policies focusing on the employment market.

In detail, they comprise:

- measures to train, upgrade and requalify the vocational training operators.

## Subprogramme: *Tuscany Region*

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Priority 1: Anticipation, planning support and management of a continuing training system

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The intention is to use this first Priority to bring into being, and subsequently implement, stable and permanent structures and instruments particularly designed to ascertain training requirements. In particular, bringing into operation a competitive form of human resources management requires a knowledge of economic, technological and organizational trends (anticipation) and their impact on the evolution of employment, trades and qualifications.

In particular, the study of training requirements should represent the start of a process of structural change in the programming of training operations, with substantial and significant repercussions on the Region's system as a whole.

Included under this Priority are all the preventive/anticipatory measures which will represent the stock of information and analytical data for the planning of the operations that can be carried out. The forecasts, supported by detailed analyses, studies and surveys, will be concerned with the trend which — in terms of technological and training changes and requirements — characterizes the production system and the various systems of implementation and organization of traditional training measures (upgrading and retraining).

### *Preparatory measures*

The type of operation which it is intended to carry out envisages studies relating to:

- analyses of the levels of additional knowledge needed by the traditional vocations in order to increase the productive capacity;
- verification of the qualifications held by those in employment in order to define the training requirements which are becoming necessary;
- in addition, requirements in terms of qualifications and professional experience, preparing studies on anticipating technological changes and their consequences for human resources, and identifying the principal needs of enterprises in connection with training and qualifications, and work organization linked to industrial change;
- identification of those factors which cause quantitative or qualitative imbalances between the training systems and the employment systems.

The abovementioned measures will also have to take account of significantly obsolescent professional areas, such as, for example:

- information technology (e.g. major systems programmers)
- planning (e.g. planning using traditional systems)
- production (e.g. jobs with a low technological content)
- vocations linked to production technologies which have a high environmental impact
- entrepreneurial skills which are not adapted to the evolution of the market (e.g. traditional administrative operations and not using market analysis instruments)

- vocational profiles linked to business services with a low professional content (e. g. secretaries, switchboard operators).

These measures will also have to identify new employment scenarios, paying attention to the areas indicated below:

- information technology and telematics
- industrial automation
- production technologies with low environmental impact
- business development.

#### *Qualifying institutions*

Public and approved structures, professional associations and union organizations, enterprises or their cooperatives for activities addressed to their own employees, centres of regional interest.

On the teaching side, coordinated research activities will be undertaken to prepare distance-training programmes and new teaching methods which can be applied to adults.

On the basis of regional legislation and agreements being concluded with the Tuscan universities, the research activities and, subsequently, the experiments will be carried out primarily with those universities, with public and private training agencies and with leading undertakings in the various sectors.

The operational outlet for this first phase will be a regional bank of training programmes and methods which will constitute a collection point for the information and experience gathered. This accumulation of data will be provided via a tuition scheme, which will be guaranteed in connection with the subsequent training projects.

In order to guarantee the propagation of experience, and access to it by potential users, an information system is being planned which will be carried primarily on the guidance network and will, in any case, involve the institutional structures and those of the social partners.

The project, which is designed to be distributed via computer links and publications, could begin experimentally within a restricted geographical area and then be extended to the entire territory of the region, making the most of every opportunity for integration into any national circuits which may be provided under nationally sponsored projects.

The provision of information will also be guaranteed through seminar-type events designed for the in-depth involvement of operators and beneficiaries.

Training will also have to be provided for those offering guidance services with the greatest attention being paid to information and its acquisition, location, processing and distribution.

Priority 2:           Activities aimed at adapting and supporting human resources  
in the light of the structural changes in the economic/production system  
and the impact of the single market

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As a priority, consideration will have to be given to workers at a severe risk of unemployment. The training operations, bearing in mind the fact that they are addressed to workers

involved in production processes, require the use of teaching methods which will make it possible to avoid the risks of academicizing the training processes as a function of the acquisition of skills which require the interlinking of on-the-job training and training away from the job, so that such teaching methods will have to provide not only periods of instruction but also broad and diverse use of multimedia instruments, distance training and personalized tuition, to be undertaken partly with the involvement of instructors and company technicians.

The intention of Priority 2 is to bring into existence a whole series of training operations intended to raise the levels of flexibility and competitiveness of the local economic and production systems operating within the region.

Those who will benefit from the initiatives are, primarily, workers receiving ordinary income supplement, employed persons threatened with unemployment in enterprises undergoing restructuring, and those responsible for enterprises (SMEs), in particular those with functions connected with the development of human resources. The training operations accommodated within this Priority relate to training and retraining measures intended to improve skills and addressed to workers who are employed within undertakings but in functions which do not fit in with the new production and organizational structures, so that their vocational qualifications have become obsolete. Training measures are planned with a view to creating independent and cooperative forms of employment.

### **Measures in favour of workers affected by industrial restructuring**

The training operations being planned are related to the introduction, use and development of new production systems and are aimed at workers receiving ordinary income supplement and those working in enterprises undergoing restructuring who are threatened with unemployment. The creation of the single market and the problems associated with environmental protection are forcing enterprises to adapt their production and organizational apparatus to the new requirements brought about by the internationalization of markets and trade.

With this in mind, the main activities eligible for finance are concerned with:

- training to establish technico-vocational qualifications associated with the introduction and maintenance of technologies capable of combining engineering, management and information technology techniques;
- training in clean technologies based on the interaction between ecosystems and technosystems and on the ecological impact of industrial systems and pollutants;
- training in total quality and 'just-in-time' services, and in flexible automation techniques;
- training in the internal management of change and in the development of skills relating to self-apprenticeship and horizontal management;
- activities on behalf of employed and independent workers receiving ordinary income supplement, in connection with the implementation of national legislation and/or Community directives (e.g. quality system);
- experimental use of remote information services for users with medium to high academic/vocational qualifications (e.g. computer networks — electronic mail — radio communication).

Particular importance attaches to issues of environmental protection, which will present enterprises with a complex set of problems associated with the need to adapt to European standards and regulations relating to plant safety and product quality.



Support actions in the following areas will be regarded as a priority:

1. Information technology and telematics
2. Industrial automation
3. Production systems with a low environmental impact
4. Business development.

#### *Beneficiaries*

Workers employed by enterprises and involved in functions not accommodated by the new production and organizational structures, employed and independent workers with vocational qualifications that cannot be used because of the introduction of national legislation or Community directives, employed workers at risk of unemployment, personnel receiving ordinary income supplement.

#### *Qualifying institutions*

Enterprises and their cooperatives, for schemes restricted to their own employees, public and approved training structures. Centres of regional interest.

#### *Information and training activities for SMEs*

Technological innovation, and the resulting transformation of products and processes associated with production, combined with the internationalization of markets, are opening up a number of opportunities for enterprises with regard to organization and cooperation with other enterprises and, in particular, large undertakings, partly involving new forms of subcontracting. This aspect requires, apart from the preparation of *ad hoc* consultancy structures (provided for under Priority 1), the possibility of utilizing specific vocational qualifications. It is intended, therefore, to provide a stimulus for the professional upgrading of entrepreneurs, directors and managers of SMEs, with a bias towards the following subjects:

- existing techniques which guarantee greater interaction of the production systems between customer enterprises and subcontracting SMEs;
- instruments designed to encourage the acquisition of a business culture so as to allow conversion from a craft structure to an enterprise.

With regard to the two points indicated above, operations considered a priority will be those tending to encourage the acquisition of the following knowledge:

1. Optimization of production resources
2. Product and process quality
3. Search for new markets, with special attention focused on foreign markets
4. Job profitability analyses
5. Scale of the enterprise
6. Commercial network
7. Operational enterprise management
8. Managerial control.

### *Beneficiaries*

Workers employed by and persons responsible for small and medium-sized enterprises and the associated cooperative structures.

### *Qualifying institutions*

Enterprises and their cooperatives, for schemes restricted to their own employees, professional associations, union organizations, public or approved training structures. Centres of regional interest.

### *Actions in favour of SMEs*

To make the operation more focused, enterprise consultancy activities will be promoted, to be carried out through use of the structures created and/or developed through the operations planned under Priority 3. These consultancy activities will be aimed at:

- promoting the definition of pilot programmes which will aim to assess the feasibility of cooperation between assemblers and subcontractors, and components suppliers in various sectors, within the framework of joint training measures;
- defining training plans for the introduction of new technologies in the field of information technology and telematics;
- providing technical assistance to enterprises on problems connected with industrial automation;
- defining training plans both for the introduction of new technologies which have a reduced environmental impact and for instructing personnel in the use of new production technologies;
- encouraging cooperation between innovative SMEs and others in relation to training and continuing training;
- making senior personnel (specialized technicians and engineers) available to SMEs to help organize training measures within the enterprises;
- promoting the detachment of senior or qualified personnel from large enterprises to SMEs, encouraging the exchange of experience in technologies and environmental management;
- increasing cooperation between universities and enterprises and improving the exchange of information;
- providing a consultancy service to enterprises to assist in adaptation to national and Community legislation on environmental protection;
- providing information and technical assistance with the internationalization of an enterprise, both through the search for new foreign markets and through the search for partnerships designed to promote technology transfer.

This activity should, in any case, strengthen the interchange between universities and enterprises, including the strengthening of activities associated with research and development in areas of particular regional specialization, as far as is compatible with the aims of Objectives 2 and 5b.

### *Beneficiaries*

Workers employed by, and those responsible for, small and medium-sized enterprises and the associated cooperative structures.

### *Qualifying institutions*

Public or approved structures, professional associations, centres of regional interest.

### *Actions in favour of special enterprises (Law 142 and Presidential Decree 902/86)*

Under this assistance sub-Priority, training operations are planned whose purpose is to improve the level of service of the 'municipalized enterprises'. Activities which are eligible for funds under this heading are those intended to:

1. improve the quality of service;
2. diversify the enterprise's areas of business towards higher value-added services;
3. human resources and assets management;
4. internal communication and motivation;
5. languages.

### *Proposed modes of assistance*

Bearing in mind the typical problems experienced by the enterprises in question (extensive bureaucratization of procedures, poor access to training because of work requirements, low academic qualifications of the human resources, etc.), the suggested approach is characterized by the extensive use of training on the job as an instrument of integration between classroom training and the real circumstances in which the trainees work.

The effectiveness and success of on-the-job training are highly dependent on the possibility of devoting the necessary time to it during the trainee's ordinary activities. Sometimes the time commitment is not insignificant, so that the attitude of the hierarchical structure plays an important part, especially in the case of the managers to whom the participants in the courses report; they have to encourage and permit the trainee's involvement, and they also have to adopt attitudes which are consistent with the objectives of the training process.

These prerequisites are easier to achieve if the subjects covered in the course of on-the-job training are not viewed as teaching exercises but are genuine operational problems, where an effort is being made to find improvements.

Training thus achieves two synergistic objectives:

- (i) development of the vocational skills of the personnel;
- (ii) measures to improve certain production processes.

### *Beneficiaries*

Those employed by, and responsible for, special enterprises.

### *Qualifying institutions*

Public or approved structures. Centres of regional interest and special enterprises, for schemes restricted to activities on behalf of their own employees.

### Priority 3: Technical assistance

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The success of measures intended to adapt workers to industrial change requires a significant effort to activate suitable structures and special skills.

The intention, therefore, through this Priority, is to bring about horizontal measures designed to coordinate and strengthen the operations undertaken under each of the proceeding Priorities.

#### *Consultancy, assistance and upgrading of operators' skills*

The operations planned under sub-Priority 1 fit into a broader, more organized overall process which is brought to a conclusion under sub-Priority 2, involving intermediate technical advice structures whose task it is to help to improve the competitiveness of the enterprises in terms of quality, variety and ability to adapt to changes.

Within the framework of this sub-Priority, measures will be implemented to create structures providing technical consultancy and assistance services to enterprises, or to upgrade existing agencies or structures, in which case specialization of functions is the main aim.

#### *Beneficiaries*

Operators of training and service structures for enterprises, public or private bodies undertaking permanent support activities for enterprises. Centres of regional interest.

#### *Qualifying institutions*

Public or approved structures, professional associations and union organizations. Centres of regional interest.

#### *Services*

Under this heading, the intention is to promote the partial conversion of existing training structures away from basic training towards continuing training; the independent training bodies must adapt to the requirements of continuing training, which involves new ways of reading and interpreting the requirements of enterprises, and a marked capacity in terms of skill diagnosis, preparation of internal training plans and integrated range of training, consultancy and assistance services.

With this in mind, particularly flexible, non-predetermined types of training measures are being planned, intended for planners and instructors employed by institutions who have undertaken operations by agreement with the Region, or for the new independent training bodies.

Preference will be given to initiatives relating to the upgrading of traditional training methods, and training initiatives for the conversion and development of the instructors' skills.

In line with the amended requirements dictated by the new Objective 4, training activities are planned which are aimed at the officials and instructors of public institutions, experts

working for the Employment Market Observers, representatives of the social partners (OOSS, professional associations, bilateral bodies, etc.), to the extent that the activities of these bodies are recognized as supporting the programming process.

These operations may also be carried out on a multiregional scale, on the basis of understandings and/or agreements in relation to particular workers, sectors and methods of joint interest with other regions.

### Priority 1: Anticipation and planning support activities

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Included under this Priority are all the preventive/anticipatory measures which will represent the stock of information and analytical data required for the planning of the operations that can be carried out. The forecasts, supported by detailed analyses, studies and surveys, will be concerned with the trend which — in terms of technological and training changes and requirements — characterizes the industrial system, the various systems of production and organization and traditional training measures (upgrading and retraining).

#### **Sub-Priority 1: Preparatory and flanking measures**

The impact which industrial change is having on the reduction of the workforce is making it necessary to trigger an assistance mechanism designed to anticipate the problems associated with employment. The preparatory and flanking measures represent a first operational tool which is capable of assisting enterprises in improving their ability to anticipate and programme the necessary vocational skills, avoiding a situation in which they would be unprepared to face the technological or organizational changes which, inevitably, would affect their human resources. Prevention, then, becomes an essential activity which is reflected, in this case, in the preventive identification of training requirements which is necessary in order to prepare the most suitable training operations before unemployment takes effect. The types of operations which it is intended to carry out provide for:

(a) Background geographical analyses

- socioeconomic analyses;
- production and environmental impact;
- education and training.

(b) Predictive analyses

- forecasts relating to the supply of and demand for qualifications;
- analyses of the levels of additional knowledge needed by the traditional vocations in order to increase the productive capacity;

verification of the qualifications held by unemployed and employed persons in order to define the training which will be required;

- analyses of the problems and requirements in terms of qualifications and professional experience, preparing studies on anticipating technological changes and their consequences for human resources, and identifying the principal needs of enterprises in connection with training and qualifications, and work organization linked to industrial change;
- identification of those factors which cause the quantitative or qualitative imbalances between the training systems and the employment systems.

## Sub-Priority 2: Consultancy, assistance and guidance structures

The operations planned under sub-Priority 1 fit into a broader, more organized, overall process which is brought to a conclusion under sub-Priority 2, involving intermediate technical advice structures whose task it is to help improve the competitiveness of enterprises in terms of quality, variety, and ability to adapt to changes.

Within the framework of this sub-Priority, measures are being implemented to create structures providing technical consultancy and assistance services to enterprises or to upgrade existing agencies or structures, in which case specialization of functions is the main aim. The task of these structures will be to:

- reinforce the qualifications market;
- increase the awareness of enterprises with respect to technological changes and the qualification requirements these produce, and encourage them to identify the nature of the changes to be made in terms of human resources in order to complete the conversion process;
- help enterprises to define strategies for the organization of the technical skills necessary to prepare for new methods of work organization and more advanced technologies;
- help enterprises to identify the challenges they will have to confront, and to stimulate and analyse the supply of and demand for qualifications in their specialized area;
- reinforce interchanges and contacts between enterprises in connection with the analysis of needs, and perfect and transfer the methodological instruments and analytical results to all interested partners (enterprises, public sector, training centres, social partners);
- improve the technical capacities for planning and implementing continuing, flexible and distance training.

Priority 2: Activities aimed at adapting and supporting human resources  
in the light of the structural changes in the economic/production system

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The intention of Priority 2 is to bring into existence a whole series of training operations intended to raise the levels of flexibility and competitiveness of the local economic and production systems operating within the region.

Those who will benefit from the initiatives are workers receiving ordinary income supplement, employed persons threatened with unemployment who work in enterprises undergoing restructuring, and, as far as sub-Priorities 2 and 3 are concerned, those responsible for enterprises (SMEs), in particular those with functions connected with the development of human resources. For these persons, there is a particularly serious risk of becoming unemployed, in the face of the restructuring of the economic and productive system, if they are not in possession of adequate academic or vocational qualifications. The training operations accommodated under this Priority, better known as continuing training operations, therefore relate to training and retraining measures intended to improve skills and addressed to workers who work for enterprises but are employed on tasks which do not fit in with the new productive and organizational structures, so that their qualifications have become useless.

As regards the workers laid off by enterprises, training and support operations are planned in order to create forms of independent and cooperative work.

### **Sub-Priority 1: Measures in favour of workers affected by industrial restructuring**

The training operations being planned under this sub-Priority relate to the introduction, use and development of new production systems and are aimed at workers receiving ordinary income supplement and those threatened with unemployment who work in enterprises undergoing restructuring. The creation of the single market and the problems associated with environmental protection are forcing enterprises to adapt their production and organizational apparatus to the new requirements brought about by the internationalization of markets and trade.

With this in mind, the main activities eligible for finance are concerned with:

- training to establish technico-vocational qualifications associated with the introduction and maintenance of technologies capable of combining engineering, management and information technology techniques;
- training in clean technologies based on the interaction between ecosystems and technosystems and on the ecological impact of industrial systems and pollutants; knowledge of decontamination and purification technologies, measurement methods and the cost of assessment, legislative and regulative texts, new ordering and selling systems, and new, non-polluting and economical materials;
- training in total quality and just-in-time services, and in flexible automation techniques;
- training in the internal management of change and the development of skills relating to self-apprenticeship and horizontal management.

Particular importance attaches to issues of environmental protection, which will present enterprises with a complex set of problems associated with the need to adapt to European standards and regulations relating to plant safety and product quality. In line with the consultancy activities envisaged under Priority 1, training operations such as those listed below become necessary:

- training intended to identify and comply with environmental requirements;
- promotion of new jobs specializing in aspects of environmental protection, reinforcement of open and readily available training systems;
- promotion in an industrial environment of apprenticeships in new training techniques and in techniques for the development of new profiles for working with environmental technologies.

For the same types of beneficiary, for whom no form of retraining or conversion can be envisaged since they have been definitively excluded from the production process, planned operations include guidance, skill diagnosis and encouragement to start up new independent and cooperative activities.

### **Sub-Priority 2: Information and training activities for SMEs**

Technological innovation, and the resulting transformation of products and processes associated with production, combined with the internationalization of markets, are opening up a number of opportunities for enterprises with regard to organization and cooperation with other enterprises and, in particular, with large undertakings, bringing with them new forms of development. For this purpose, the possibility of resorting to specific vocational



qualifications is envisaged. The intention, therefore, is to provide an incentive for the professional upgrading of entrepreneurs, directors and key personnel in SMEs with respect to the following subjects:

- new management techniques connected with the appearance of new logics for the organization and location of technical activities;
- identification of qualifications connected with the strengthening of computerized links between partners;
- existing techniques which guarantee greater integration of the production systems between client enterprises and subcontracting SMEs.

### **Sub-Priority 3: Actions in favour of SMEs.**

To make the operation more focused, enterprise consultancy activities will be promoted, to be carried out through the use of structures created and/or developed through the operations planned under Priority 1, sub-Priority 2.

These consultancy activities, which are eligible for funds under this sub-Priority, will be aimed at:

- promoting the definition of pilot programmes which will aim to assess the feasibility of cooperation between assemblers and subcontractors, and components suppliers in various sectors, within the framework of joint training measures;
- assisting enterprises with the preparation of new training models in environmental industrial engineering;
- encouraging cooperation between innovative SMEs and others in relation to training and continuing training;
- making senior personnel (specialized technicians and engineers) available to SMEs to help to organize training measures within the enterprises;
- promoting the detachment of senior or qualified personnel from large enterprises to SMEs, encouraging the exchange of experience on environmental technologies and management;
- increasing cooperation between universities and enterprises and improving the exchange of information.

These activities should, in any case, strengthen the interchange between universities and enterprises, including strengthening activities associated with research and development in areas of particular regional specialization (and, in particular, the technological and scientific centre of Terni), as far as is compatible with the aims of Objectives 2 and 5b.

### **Priority 3: Technical assistance operations**

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Under this heading, the intention is to promote the partial conversion of existing training structures away from basic training towards continuing training; the independent training bodies must adapt to the requirements of enterprises, and acquire a marked capacity in relation to skill diagnosis, preparation of internal training plans and integrated ranges of training, consultancy and assistance services. With this in mind, flexible, non-predeter-

mined types of training measures are being planned, intended for planners and instructors employed by institutions which have undertaken operations by agreement with the Region, or at the new independent training bodies. Preference will be given to initiatives relating to the updating of traditional training methods, and to training initiatives for the conversion and development of instructors' skills. In line with the amended requirements dictated by the new Objective 4, training activities are planned which are aimed at the officials and instructors of public institutions, experts working for the Employment Market Observers and representatives of the social partners (OOSS, professional associations, bilateral bodies, etc.), in so far as the activities of these bodies are recognized as supporting the programming process.

## Subprogramme: *Marche Region*

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### Priority 1: Anticipation and planning support activities

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#### *Policy objectives:*

- monitoring and rationalizing the overall resources available;
- analysing the degree of market orientation of the operations and the qualified human resources requirements expressed by the production system in Marche;
- meeting the demand for training generated within enterprises by technological and organizational innovation;
- mastering a range of educational and training methods and technologies which is considerably more flexible than the present range in order to adapt to the morphology of the production system.

#### *Types of operation:*

- retraining measures relating to monitoring of training requirements and organization of data bases and information systems, addressed to the operatives of the Employment Market Observers, the field offices of the Ministry of Employment, the social partners (bilateral bodies) and local institutions.
- support for work experience courses abroad, run by institutions, training agencies and enterprises for the training operators (both public operators and those working for private structures and/or firms), on subjects connected with educational technologies and the planning of training for workers.
- information and publicity.

### Priority 2: Activities aimed at adapting and supporting human resources in the light of the structural changes in the economic/production system and the impact of the single market

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#### *Policy objectives:*

- stimulating the production system to undertake training as a strategic resource and a functional tool for improving product quality and market strategies;
- influencing the existing structures in order to create concessions and integration between agencies and training centres (including schools and universities);
- encouraging experimentation with training methods and flexible technologies which are particularly oriented towards the user (who is at the same time the worker and the enterprise);
- promoting dialogue between the social partners on subjects connected with making the most of human resources.

*Types of operation:*

- retraining and training activities in the field of new technologies for production and planning;
- consultancy and guidance activities, and research into the training requirements of the Ministry of Labour and strategic vocational qualifications;
- development of internal plans, including projects which make provision for learning by doing, training on the job, etc.;
- activities providing guidance and training in independent entrepreneurship and the retraining of craftsmen, independent workers and workers receiving ordinary income supplement;
- development of multimedia packages and courses for distance training;
- experimental activities involving training credits, with certification of skills and supplementary modules for qualification;
- training activities for entrepreneurs and managers.

Priority 3: Technical assistance

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*Policy objectives:*

Bringing measures into operation which are designed to coordinate and support the operations to be carried out under each of the two Priorities.

*Types of operation:*

- establishment of bilateral bodies for verifying and planning the operations;
- training operations, including seminar-type operations, intended for officials and/or instructors working for structures representing the Employment Market Observers, the social partners and the public authorities, to support the successful implementation of the operations covered by the other two Priorities;
- conversion of regional training structures so as to meet the requirements arising from continuing training;
- training and retraining schemes for regional instructors (public and private systems) on the subject of new technologies for design and production (CAD/CAM and others);
- training and retraining schemes for instructors and experts in the field of workers' skills and the programming/planning of continuing training operations for the development of training credit experiments;
- training of professional tutors to carry out on-the-job training activities and flanking measures devoted to particular critical job areas within small and medium-sized enterprises;

- training and retraining schemes for regional instructors and experts and those working for the social partners (bilateral bodies) in connection with offering guidance and consultancy services to enterprises on the subjects of continuing training and human resources development.

Other retraining measures for experts and instructors and upgrading and training activities for upper secondary school teachers involved in adult education programmes.

## Subprogramme: *Lazio Region*

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The measures to be implemented under the present programme are designed to bring up to date the vocational skills of employed workers, in order to:

- increase the flexibility of the production structures as a key factor in competitive advantage, and promote the internal mobility of professional personnel;
- reduce the risks of marginalization of workers in terms of production as a result of vocational obsolescence phenomena in the face of rapid technological and organizational change;
- promote the optimization and mobilization of skills, by giving vocational qualifications a strategic value in the process of innovation and in the change within the enterprise's organizational culture.

On the basis of these considerations, the training activities can be subdivided into three assistance Priorities.

Priority 1: Anticipation, planning support and management of a continuing training system

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The general objective of the present assistance Priority is to define and establish a continuing training system based on:

- the propagation of a culture of technological/scientific innovation in production processes and of an associated flexibility in the training system;
- the development of skills essential to the monitoring of needs and internal tuition as a means of optimizing the enterprise's production and organizational structures;
- the establishment of an integrated system of training services (information, guidance, technical assistance and consultancy services, training, etc.) which will ensure an integrated approach to enterprises' needs (adaptation of human resources, investment policy, research and innovation, etc.), making use of the regional information system for vocational training and guidance.

Research activities designed to ascertain the training needs of production units/enterprises/institutions as a result of the changes taking place in vocational features and contents.

Priority 2: Activities aimed at adapting and supporting human resources in the light of the structural changes in the economic/production system and the impact of the single market

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### **Sub-Priority 1**

The general objective of the present Priority is concerned with vocational training and guidance for workers affected by significant changes in the production structure, with a resulting risk to their employment, within major enterprises.

## Sub-Priority 2

Training designed to adapt and develop the vocational skills of workers employed in SMEs with significant innovative features in terms of methods and technologies and features of transferability.

## Sub-Priority 3

Training/informing entrepreneurs in connection with skills associated with processes of technological innovation, market dynamics, human resources management, organization, financial management, export, etc. All the operations associated with Priority 3 projects will develop in accordance with contents and methods which will vary according to:

- the capacity of those eligible for active and pro-active response;
- the size and characteristics of the enterprises.

The methods of assistance will, for this reason, be based on differing strategies depending on the sizes and varying types of enterprises, the results of the interaction between related cultural and technical factors, and the propensity for innovation, and also on various forms of dialogue between the social partners;

- the status of the enterprises (recently established enterprises, restructured enterprises, expanding enterprises, stable or declining enterprises).

For all these reasons, there are differences both as to the nature of the problems where continuing training can provide elements of a solution and as to the perception of how important those problems are.

## Priority 3: Technical assistance

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The general objective of the present assistance Priority is to bring into being measures intended to coordinate and reinforce the operations carried out under each of the preceding Priorities. The operations covered by this Priority are intended to support the links between the training policies implemented by the various extra-regional and inter-regional systems and all those policies which are concerned with the employment market:

- measures to support the services needed in order to set up and manage the bilateral verification and programming bodies;
- measures for the training, upgrading and retraining of those employed in training.

Training measures designed to enhance the skills of those services responsible for observing internal phenomena and the evolution of vocational systems. This scheme comprises the following operations:

- continuing training for the personnel working in regional public structures (Ministry of Employment Observers, training, production activities, etc.) and in public and private services (training centres, regional institutions, etc.);
- training of the representatives of the social partners.

## Subprogramme: *Abruzzo Region*

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### Priority objectives of Objective 4 (period 1997-99)

Objective 4 comes within the framework of policies of full employment, structural adaptation and vocational training laid down by the Community to support the policies adopted by the Member States. It is made up of measures covering studies surveys, assistance services, and vocational training and retraining, designed to stabilize employment and guarantee greater professional mobility on the part of the workforce, which is necessary to come to terms with job transfers and changes. The objectives which the region has set itself in this area are, therefore:

- to guarantee continued employment for those in work;
- to increase job security for those affected by changes in the content and organization of their work and in their working methods, these changes posing a threat to a growing number of workers who are very often unqualified;
- to increase the professional mobility of workers in view of the processes of industrial restructuring, the transfer of activities from large enterprises to small and medium-sized ones, and the creation of groups of SMEs;
- to adapt the sectors of activity and jobs to the changing requirements of greater competitiveness in the internal market and in markets outside the Community;
- to prevent the unemployment of those threatened with redefinition of their qualifications who lack the necessary vocational skills to occupy jobs adapted to the requirements of the working sector;
- to avoid and/or reduce the social cost of unemployment.

In terms of implementing a continuing training system, the Region has also set itself the following objectives:

- promoting larger and more effective investments in the sector of continuing vocational training, and a better return from it, making particular efforts to increase awareness among small and medium-sized enterprises, the social partners and individual workers with respect to the advantages to be derived from investment in continuing vocational training;
- promoting innovations in the management of continuing vocational training, methods and instrumentation;
- helping to make continuing vocational training facilities more efficient and better able to respond to the changes taking place in the employment market, with a particular emphasis on promoting the development of continuing vocational training, in order to form more accurate forecasts of requirements in terms of qualifications and jobs.

The Priorities are those identified in the SPD.



## Subprogramme: *Innovative measures*

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The innovative measures subprogramme, a multiregional subprogramme under the Ministry of Employment, will comprise the following Priorities:

Priority 1: Anticipation, planning support and management of a continuing training system

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- defining and experimenting with training methods and assistance architectures which are appropriate to the realities of industrial change, to be carried out at multiregional level;
- designing new training structures and setting up operations to adapt existing structures to the new demands made by industrial change at organizational, logistical, technological, sectoral and functional level, and with respect to the provision of teaching skills;
- preparing assistance models for internal technological and organizational innovation.

Initiatives spanning several years may be undertaken, in particular:

- if they relate to the implementation of innovative flanking measures carried out in parallel within the scope of Priority 2;
- if they are activities of a planning nature which relate to the training or conversion activities undertaken within the framework of the system reinforcement subprogramme;
- if the intention is to use methods which involve verifying hypotheses and assumptions regarding industrial change over a period of more than one year.

Priority will be given to those measures which are most oriented towards propagating the results achieved within the system, by implementing pilot and demonstration projects and similar experimental activities.

Resources will also be allocated to the establishment of a central system linking and coordinating the regional systems both among themselves and with national employment policies. In this context, particular efforts will be made to involve the social partners.

Priority 2: Activities aimed at adapting and supporting human resources in the light of the structural changes in the economic/production system and the impact of the single market

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To ensure that the measures are genuinely innovative, training measures will be undertaken regarding the qualification, retraining and upgrading of workers affected by significant changes in the structure of the production system, or at risk of losing their jobs as a consequence of industrial change.

As a guideline, the following types of action may be contemplated:

- measures with an innovative content in terms of reference profiles and sector;
- measures featuring the use of innovative methods which allow for distance training, use by user networks, reaching workers who have difficulty in gaining access to the traditional training structures, adaptation of the forms of grant to the requirements of SMEs, the setting up of training advantages that can be distributed and reused, etc.;
- measures characterized by innovative architectures, to include activities of consultancy, guidance, guided integration, and harmonization with measures to provide assistance with employment, inter-company and/or geographical mobility, internal reorganization, the starting-up of enterprises, etc.;

Apart from the costs of the training activities proper, a cost quota relating to each participant can be provided for the activities described above.

- measures aimed at persons who have difficulty in exploiting the opportunities offered by continuing training, because they are employed by SMEs, are self-employed, etc.;

A cost quota may be provided in connection with the identification and implementation of appropriate mechanisms to overcome the above difficulties (establishment of SME networks and cooperatives, specific promotion and information activities, etc.).

- measures to be undertaken by persons who are not traditionally active in basic vocational training but can offer special skills (research institutions, bodies which are repositories of specialized skills, professional associations, etc.).

### Priority 3: Technical assistance

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The following activities are envisaged:

- Information on and promotion of the activities provided by the programme, for the various activities envisaged under the separate Priorities, with the production of printed literature and the implementation of promotional, seminar and information measures.
- Preparation and publication of an invitation to tender for the presentation of the projects and proposals.
- Prior appraisal, monitoring, interim assessment and ex-post evaluation of the activities, with particular attention being paid to their effective degree of innovation and to the possibility of using the successful schemes as models and making them widely available.
- Other activities in support of the coordination of the measures provided in the programme, both between themselves and with activities provided within other multi-regional subprogrammes, within the regional subprogrammes and within the framework of Community initiatives, etc.

## **Subprogramme: *Change of profession/retraining***

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The retraining/change of profession subprogramme, under the auspices of the Ministry of Employment, is a multiregional subprogramme comprising the following Priorities:

Priority 1: Anticipation, planning support and management of a continuing training system

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- Studies and analyses of specific sectors of industry characterized by a high degree of industrial, technological and organizational change, and of the characteristics and evolution of demand for labour (definition of the new skills required); the studies will preferably be undertaken at a multiregional level.
- Studies and analyses of specific job areas, and in particular transverse areas, which are suffering from the impact of industrial change; the studies will preferably be undertaken at a multiregional level.
- Multiregional measures of guidance and assistance in finding employment, in support of mobility outside individual industrial segments.
- Experimental measures and pilot schemes, based on analysis and research, to highlight the main factors behind productive economic growth and to promote and create work opportunities and new enterprises.
- Prior appraisal, monitoring, interim assessment and ex-post evaluation of the measures, with specific attention being paid to the institutional links created by the system, the rapid response to employment emergencies, and the growth of skills within the framework of the training system.

Multiannual initiatives may be undertaken, in particular:

- if they relate to the implementation of flanking measures carried out in parallel within the scope of Priority 2;
- if they are activities of a planning nature which relate to the training or conversion activities undertaken within the framework of the system reinforcement subprogramme;
- if the intention is to use methods which involve verifying hypotheses and assumptions regarding industrial change over a period of more than one year.

Finally, resources will be allocated to the setting up of bilateral bodies (social authorities, institutions) for the interim assessment of the subprogramme and the identification of all the necessary methodological and operational instrumentation.

Priority 2: Activities aimed at adapting and supporting human resources in the light of the structural changes in the economic/production system and the impact of the single market

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- Training operations — especially to cope with employment emergencies — aimed at the retraining, change of profession and upgrading of qualifications of workers of either sex, in industry and in the service sector, who are affected by significant changes in the structure of the production system or who are at risk of losing their jobs as a consequence of industrial change, who are having to change jobs or relocate or who are receiving income supplement.
  - Basic qualification and training measures
  - Measures of professionalization and change of skills
- Measures to provide training and information in order to promote individual entrepreneurship, partly as a way of confronting employment emergencies.
- Training, support and backing measures for individual entrepreneurship, partly as a way of confronting employment emergencies.
- Training, support and backing measures for entrepreneurship, on a multiregional basis.
- Training, support and backing measures aimed at creating social undertakings, promoted by multiregionally based bodies and organizations, and activities on a multi-regional scale.

The available financial resources, within the framework of the first programming period, may be used in varying ways:

- As a guideline, 50% on an interregional scale for initiatives which may run over several years, and are planned on the basis of expected changes and transformations and also on the basis of the results of the initiatives covered by Priority 1 and the indications provided by the Employment Market Observers.
- The other 50% on a regional scale, on the basis of the assistance requirements ascertained, including the short-term requirements; these activities could be coordinated by the employment agencies.

On the basis of the results obtained and the economic situation, the distribution of resources may be modified during the second period.

Priority 3: Technical assistance

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The following activities are envisaged:

- Information on and promotion of the activities provided by the subprogramme, for the various activities envisaged under the separate Priorities with the production of printed literature and the implementation of promotional, seminar and information measures.

- Preparation of plans for the presentation of projects and proposals and their distribution to interested parties.
- Provision of assistance and secretarial services for the Monitoring Committee.
- Creation of networks linking those structures operating in the field of continuing training.
- Other activities in support of the coordination of the measures provided in the sub-programme, both between themselves and with activities provided within other multi-regional subprogrammes, within the regional subprogrammes and within the framework of Community initiatives, etc.
- Instructor training measures, aimed at converting existing skills within the training system to meet the requirements posed by continuing training in general and by the need to confront employment emergencies, through measures involving changes of profession and retraining.

## Subprogramme: *Systems reinforcement*

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The Systems reinforcement subprogramme, under the auspices of the Ministry of Employment, is a multiregional subprogramme comprising the following Priorities:

Priority 1: Anticipation, planning support and management of a continuing training system

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- Studies of methods of analysing and anticipating the phenomena of industrial change and of supply of and demand for employment and skills, preferably to be undertaken at multiregional level.
- Studies of the instruments and methods used for anticipation and assessment, and trends in these.
- Preparation of organizational models for the implementation, monitoring and assessment of the continuing training system; these models will have to provide for the participation of the social partners, partly through the involvement of the bilateral bodies, and attach central importance to enterprises within the sectors undergoing transformation.
- Measures to support the development of an independent training body, partly by way of studies to adapt legislation, to define the operational tasks of the various actors and bodies forming part of it, and to plan and implement activities to increase awareness among enterprises.
- Study and definition of methods of accrediting and certifying the services offered and the training structures, establishing minimum performance thresholds.
- Creation of networks for information exchange which will involve the local Employment Market Observers, linking demand from enterprises with the available supply at multi-regional level.
- Multiannual studies and initiatives may be undertaken, especially if they relate to planning-type activities connected with training activities or changes of profession undertaken under Priority 2.

Priority 3: Technical assistance

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The following activities are envisaged:

- information on and promotion of the activities envisaged by the OP, for the various activities envisaged under the individual Priorities, with the production of printed literature and promotional, seminar-type and inforamatory measures;
- preparation and publication of invitations to tender, or distribution to interested parties of schemes for the presentation of projects and proposals in relation to the various features of the proposed measures;

- prior appraisal, monitoring, interim assessment and *ex-post* evaluation of the activities;
- creation of networks between the structures operating in the field of continuing training, and their computerization;
- formalization of successful schemes which can be transferred and propagated through training operations;
- other activities to support the coordination of the measures envisaged within the programme, both among themselves and with the measures envisaged in other multi-regional programmes, in the regional programmes and within the framework of Community initiatives, etc.





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## Financial distribution Objective 4: Italy, regions Centre-North

Table A — Distribution of resources by sub-programme

Allocation for Abruzzo		348 819 375	
Regions		4 100 000	
Ministry		344 719 375	86.45 %
		49 930 625	13.55 %
Total		398 750 000	
Sub-programmes	a) Total public expenditure	b) ESF contribution (45 %)	c) National contribution (55 %) (*)
Valle d'Aosta	6 695 276	3 012 874	3 682 402
Piedmont	94 053 793	42 324 207	51 729 586
Lombardy	160 338 229	72 152 203	88 186 026
Trento	19 821 364	8 919 614	10 901 750
Bolzano	16 209 473	7 294 263	8 915 210
Friuli — Venezia Giulia	35 634 409	16 035 484	19 598 925
Veneto	92 400 709	41 580 319	50 820 390
Liguria	29 534 778	13 290 650	16 244 128
Emilia-Romagna	128 360 189	57 762 085	70 598 104
Tuscany	53 584 309	24 112 939	29 471 370
Umbria	20 702 311	9 316 040	11 386 271
Marche	28 896 527	13 003 437	15 893 090
Lazio	79 811 689	35 915 260	43 896 429
Abruzzo	9 111 111	4 100 000	5 011 111
Innovative measures	11 095 696	4 993 063	6 102 633
Change of profession/retraining	94 313 402	42 441 031	51 872 371
Systems reinforcement	5 547 847	2 496 531	3 051 316
Regions	766 043 056	344 719 375	421 323 681
Abruzzo	9 111 111	4 100 000	5 011 111
Ministry	110 956 944	49 930 625	61 026 319
Total	886 111 111	398 750 000	487 361 111
Total available ESF resources	398 750 000		
Regions (excluding Abruzzo)	344 719 375		
Multi-regional	49 930 625		
Abruzzo	4 100 000		

(\*) Including private funding, not less than 20 % of priority 2 over the 6 years.

**Table B — ESF breakdown by year**

	1st year	2nd year	3rd year	4th year	5th year	6th year	Total
	15.20 %	16.01 %	16.89 %	16.75 %	17.47 %	17.67 %	100.00 %
Total	60 613	63 848	67 361	66 787	69 662	70 479	398 750

**Table C — ESF breakdown by priority (% per period)**

	Period 1994–1996			Period 1997–1999		
	Priority 1: Anticipation	Priority 2: Support	Priority 3: Technical assistance	Priority 1: Anticipation	Priority 2: Support	Priority 3: Technical assistance
Percentage share	25.00 %	70.00 %	5.00 %	5.00 %	90.00 %	5.00 %
Regions	41 821 585	117 100 437	8 364 317	9 076 652	163 379 732	9 076 652
Multi-regional	6 272 548	17 563 134	1 254 510	1 242 022	22 356 390	1 242 022
Total	48 094 133	134 663 572	9 618 827	10 318 673	185 736 122	10 318 673

Total priorities		
Priority 1: Anticipation	Priority 2: Support	Priority 3: Technical assistance
59 812 500	319 000 001	19 937 499

## Objective 4 — Italian regions not covered by Objective 1: regional tables

## All subprogrammes SPD Objective 4

LIT = 1 930.71

		ESF (45%)	Member State's contribution (55%)	Total
		398 750 000	487 361 112	886 111 112
Priority 1: Anticipation	15.00	59 812 500	73 104 167	132 916 667
Priority 2: Support	80.00	319 000 001	389 888 891	708 888 892
Priority 3: Technical assistance	5.00	19 937 499	24 368 054	44 305 553
General total		398 750 000	487 361 112	886 111 112

		ESF (45%)	Member State's contribution (55%)	Total
		769 870 612 500	940 952 973 193	1 710 823 585 693
Priority 1: Anticipation	15.00	115 480 591 875	141 142 945 979	256 623 537 854
Priority 2: Support	80.00	615 896 491 931	752 762 380 914	1 368 658 872 845
Priority 3: Technical assistance	5.00	38 493 528 694	47 047 646 300	85 541 174 994
General total		769 870 612 500	940 952 973 193	1 710 823 585 693

## Sub-programme Valle d'Aosta

LIT = 1 930.71

		ESF (45%)	National contribution (55%)	Total
		3 012 874	3 682 402	6 695 276
Priority 1: Anticipation	15.00	451 931	552 360	1 004 291
Priority 2: Support	80.00	2 410 299	2 945 921	5 356 220
Priority 3: Technical assistance	5.00	150 644	184 120	334 764
General total		3 012 874	3 682 402	6 695 276

		ESF (45%)	National contribution (55%)	Total
		5 816 985 961	7 109 649 507	12 926 635 468
Priority 1: Anticipation	15.00	872 547 701	1 066 447 190	1 938 994 891
Priority 2: Support	80.00	4 653 588 382	5 687 719 134	10 341 307 516
Priority 3: Technical assistance	5.00	290 849 877	355 483 183	646 333 061
General total		5 816 985 961	7 109 649 507	12 926 635 468

**Sub-programme Piedmont**

LIT = 1 930.71

		ESF (45%)	National contribution (55%)	Total
		42 324 207	51 729 586	94 053 793
Priority 1: Anticipation	% 15.00	6 348 631	7 759 438	14 108 069
Priority 2: Support	80.00	33 859 366	41 383 670	75 243 036
Priority 3: Technical assistance	5.00	2 116 210	2 586 479	4 702 689
General total		42 324 207	51 729 586	94 053 793

		ESF (45%)	National contribution (55%)	Total
		81 715 769 697	99 874 829 630	181 590 599 327
Priority 1: Anticipation	% 15.00	12 257 365 358	14 981 224 326	27 238 589 684
Priority 2: Support	80.00	65 372 616 530	79 899 864 648	145 272 481 177
Priority 3: Technical assistance	5.00	4 085 787 809	4 993 740 656	9 079 528 465
General total		81 715 769 697	99 874 829 630	181 590 599 327

**Sub-programme Lombardy**

LIT = 1 930.71

		ESF (45%)	National contribution (55%)	Total
		72 152 203	88 186 026	160 338 229
Priority 1: Anticipation	% 15.04	10 852 830	13 264 570	24 117 400
Priority 2: Support	80.00	57 721 763	70 548 821	128 270 584
Priority 3: Technical assistance	4.96	3 557 610	4 372 634	7 950 244
General total		72 152 203	88 186 026	160 338 229

		ESF (45%)	National contribution (55%)	Total
		139 304 979 854	170 261 642 044	309 566 621 898
Priority 1: Anticipation	% 15.04	20 953 667 409	25 610 037 945	46 563 705 354
Priority 2: Support	80.00	111 443 985 042	136 209 315 051	247 653 300 093
Priority 3: Technical assistance	4.96	6 907 327 403	8 442 289 048	15 349 616 451
General total		139 304 979 854	170 261 642 044	309 566 621 898

## Sub-programme Autonomous Province of Trento

LIT = 1 930.71

		ESF (45%)	National contribution (55%)	Total
		8 919 614	10 901 750	19 821 364
Priority 1: Anticipation	%	1 429 098	1 746 675	3 175 773
Priority 2: Support	78.84	7 032 397	8 595 152	15 627 549
Priority 3: Technical assistance	5.14	458 119	559 923	1 018 042
General total		8 919 614	10 901 750	19 821 364

		ESF (45%)	National contribution (55%)	Total
		17 221 187 946	21 048 118 601	38 269 306 547
Priority 1: Anticipation	%	2 759 173 800	3 372 323 533	6 131 497 332
Priority 2: Support	78.84	13 577 519 212	16 594 745 703	30 172 264 915
Priority 3: Technical assistance	5.14	884 494 934	1 081 049 364	1 965 544 299
General total		17 221 187 946	21 048 118 601	38 269 306 547

## Sub-programme Autonomous Province of Bolzano

LIT = 1 930.71

		ESF (45%)	National contribution (55%)	Total
		7 294 263	8 915 210	16 209 473
Priority 1: Anticipation	%	1 339 956	1 637 724	2 977 680
Priority 2: Support	77.08	5 622 418	6 871 844	12 494 262
Priority 3: Technical assistance	4.55	331 889	405 642	737 531
General total		7 294 263	8 915 210	16 209 473

		ESF (45%)	National contribution (55%)	Total
		14 083 106 517	17 212 685 743	31 295 792 259
Priority 1: Anticipation	%	2 587 066 449	3 161 970 104	5 749 036 553
Priority 2: Support	77.08	10 855 258 657	13 267 538 358	24 122 797 015
Priority 3: Technical assistance	4.55	640 781 411	783 177 280	1 423 958 692
General total		14 083 106 517	17 212 685 743	31 295 792 259

**Sub-programme Friuli-Venezia Giulia**

LIT = 1 930.71

		ESF (45%)	National contribution (55%)	Total
		16 035 484	19 598 925	35 634 409
Priority 1: Anticipation	%	2 405 323	2 939 839	5 345 162
Priority 2: Support	77.56	12 437 511	15 201 402	27 638 913
Priority 3: Technical assistance	7.44	1 192 650	1 457 683	2 650 333
General total		16 035 484	19 598 925	35 634 409

		ESF (45%)	National contribution (55%)	Total
		30 959 869 314	37 839 840 272	68 799 709 586
Priority 1: Anticipation	%	4 643 981 169	5 675 976 985	10 319 958 154
Priority 2: Support	77.56	24 013 226 863	29 349 499 499	53 362 726 362
Priority 3: Technical assistance	7.44	2 302 661 282	2 814 363 789	5 117 025 070
General total		30 959 869 314	37 839 840 272	68 799 709 586

**Sub-programme Veneto**

LIT = 1 930.71

		ESF (45%)	National contribution (55%)	Total
		41 580 319	50 820 390	92 400 709
Priority 1: Anticipation	%	5 720 074	6 991 202	12 711 276
Priority 2: Support	81.89	34 051 419	41 618 401	75 669 820
Priority 3: Technical assistance	4.35	1 808 826	2 210 787	4 019 613
General total		41 580 319	50 820 390	92 400 709

		ESF (45%)	National contribution (55%)	Total
		80 279 537 696	98 119 434 962	178 398 972 659
Priority 1: Anticipation	%	11 043 804 073	13 497 982 755	24 541 786 828
Priority 2: Support	81.89	65 743 415 177	80 353 062 995	146 096 478 172
Priority 3: Technical assistance	4.35	3 492 318 446	4 268 389 212	7 760 707 659
General total		80 279 537 696	98 119 434 962	178 398 972 659

## Sub-programme Liguria

LIT = 1 930.71

		ESF (45%)	National contribution (55%)	Total
		13 290 650	16 244 128	29 534 778
Priority 1: Anticipation	% 15.00	1 993 598	2 436 620	4 430 218
Priority 2: Support	80.00	10 632 519	12 995 301	23 627 820
Priority 3: Technical assistance	5.00	664 533	812 207	1 476 740
General total		13 290 650	16 244 128	29 534 778

		ESF (45%)	National contribution (55%)	Total
		25 660 390 862	31 362 699 942	57 023 090 803
Priority 1: Anticipation	% 15.00	3 849 059 595	4 704 406 171	8 553 465 766
Priority 2: Support	80.00	20 528 310 758	25 090 157 594	45 618 468 352
Priority 3: Technical assistance	5.00	1 283 020 508	1 568 136 177	2 851 156 685
General total		25 660 390 862	31 362 699 942	57 023 090 803

## Sub-programme Emilia-Romagna

LIT = 1 930.71

		ESF (45%)	National contribution (55%)	Total
		57 762 086	70 598 105	128 360 191
Priority 1: Anticipation	% 15.40	8 894 313	10 870 827	19 765 140
Priority 2: Support	80.00	46 209 669	56 478 484	102 688 153
Priority 3: Technical assistance	4.60	2 658 104	3 248 794	5 906 898
General total		57 762 086	70 598 105	128 360 191

		ESF (45%)	National contribution (55%)	Total
		111 521 837 061	136 304 467 519	247 826 304 580
Priority 1: Anticipation	% 15.40	17 172 339 052	20 988 414 397	38 160 753 449
Priority 2: Support	80.00	89 217 470 035	109 043 574 487	198 261 044 522
Priority 3: Technical assistance	4.60	5 132 027 974	6 272 478 635	11 404 506 609
General total		111 521 837 061	136 304 467 519	247 826 304 580



### Sub-programme Tuscany

LIT = 1 930.71

		ESF (45%)	National contribution (55%)	Total
		24 112 939	29 471 370	53 584 309
	%			
Priority 1: Anticipation	15.00	3 616 941	4 420 706	8 037 647
Priority 2: Support	80.00	19 290 351	23 577 096	42 867 447
Priority 3: Technical assistance	5.00	1 205 647	1 473 569	2 679 216
General total		24 112 939	29 471 370	53 584 309

		ESF (45%)	National contribution (55%)	Total
		46 555 092 457	56 900 668 558	103 455 761 015
	%			
Priority 1: Anticipation	15.00	6 983 264 158	8 535 100 638	15 518 364 796
Priority 2: Support	80.00	37 244 073 579	45 520 534 375	82 764 607 954
Priority 3: Technical assistance	5.00	2 327 754 719	2 845 033 546	5 172 788 265
General total		46 555 092 457	56 900 668 558	103 455 761 015

### Sub-programme Umbria

LIT = 1 930.71

		ESF (45%)	National contribution (55%)	Total
		9 316 040	11 386 271	20 702 311
	%			
Priority 1: Anticipation	16.93	1 577 406	1 927 941	3 505 347
Priority 2: Support	79.14	7 372 832	9 011 239	16 384 071
Priority 3: Technical assistance	3.93	365 802	447 091	812 893
General total		9 316 040	11 386 271	20 702 311

		ESF (45%)	National contribution (55%)	Total
		17 986 571 588	21 983 587 497	39 970 159 085
	%			
Priority 1: Anticipation	16.93	3 045 513 538	3 722 294 325	6 767 807 863
Priority 2: Support	79.14	14 234 800 471	17 398 089 464	31 632 889 935
Priority 3: Technical assistance	3.93	706 257 579	863 203 708	1 569 461 288
General total		17 986 571 588	21 983 587 497	39 970 159 085

## Sub-programme Marche

LIT = 1 930.71

		ESF (45%)	National contribution (55%)	Total
		13 003 437	15 893 090	28 896 527
Priority 1: Anticipation	%	1 950 516	2 383 964	4 334 480
Priority 2: Support	15.00	10 402 749	12 714 471	23 117 220
Priority 3: Technical assistance	80.00	650 172	794 655	1 444 827
General total		13 003 437	15 893 090	28 896 527

		ESF (45%)	National contribution (55%)	Total
		25 105 865 850	30 684 947 150	55 790 813 001
Priority 1: Anticipation	%	3 765 880 746	4 602 743 134	8 368 623 881
Priority 2: Support	15.00	20 084 691 522	24 547 956 304	44 632 647 826
Priority 3: Technical assistance	80.00	1 255 293 582	1 534 247 711	2 789 541 294
General total		25 105 865 850	30 684 947 150	55 790 813 001

## Sub-programme Lazio

LIT = 1 930.71

		ESF (45%)	National contribution (55%)	Total
		35 915 260	43 896 429	79 811 689
Priority 1: Anticipation	%	5 387 289	6 584 464	11 971 753
Priority 2: Support	15.00	28 732 208	35 117 143	63 849 351
Priority 3: Technical assistance	80.00	1 795 763	2 194 821	3 990 584
General total		35 915 260	43 896 429	79 811 689

		ESF (45%)	National contribution (55%)	Total
		69 341 951 635	84 751 274 220	154 093 225 855
Priority 1: Anticipation	%	10 401 292 745	12 712 691 133	23 113 983 878
Priority 2: Support	15.00	55 473 561 308	67 801 019 376	123 274 580 684
Priority 3: Technical assistance	80.00	3 467 097 582	4 237 563 711	7 704 661 293
General total		69 341 951 635	84 751 274 220	154 093 225 855

**Sub-programme Abruzzo**

LIT = 1 930.71

		ESF (45%)	National contribution (55%)	Total
		4 100 000	5 011 111	9 111 111
Priority1: Anticipation	%	615 000	751 667	1 366 667
Priority 2: Support	80.00	3 280 000	4 008 889	7 288 889
Priority 3: Technical assistance	5.00	205 000	250 556	455 556
General total		4 100 000	5 011 111	9 111 111

		ESF (45%)	National contribution (55%)	Total
		7 915 911 000	9 675 002 333	17 590 913 333
Priority1: Anticipation	%	1 187 386 650	1 451 250 350	2 638 637 000
Priority 2: Support	80.00	6 332 728 800	7 740 001 867	14 072 730 667
Priority 3: Technical assistance	5.00	395 795 550	483 750 117	879 545 667
General total		7 915 911 000	9 675 002 333	17 590 913 333

**Multi-regional sub-programme: innovative measures**

LIT = 1 930.71

		ESF (45%)	National contribution (55%)	Total
		4 993 063	6 102 633	11 095 696
Priority 1: Anticipation	%	148 959	182 061	331 020
Priority 2: Support	80.00	3 994 450	4 882 106	8 876 556
Priority 3: Technical assistance	17.02	849 654	1 038 466	1 888 120
General total		4 993 063	6 102 633	11 095 696

		ESF (45%)	National contribution (55%)	Total
		9 640 156 665	11 782 413 701	21 422 570 366
Priority 1: Anticipation	%	287 596 631	351 506 993	639 103 624
Priority 2: Support	80.00	7 712 124 560	9 425 930 017	17 138 054 577
Priority 3: Technical assistance	17.02	1 640 435 474	2 004 976 691	3 645 412 165
General total		9 640 156 665	11 782 413 701	21 422 570 366

## Multi-regional sub-programme: changes of profession/retraining

LIT = 1 930.71

		ESF (45%)	National contribution (55%)	Total
		42 441 031	51 872 371	94 313 402
	%			
Priority 1: Anticipation	12.64	5 366 155	6 558 634	11 924 789
Priority 2: Support	84.71	35 950 050	43 938 950	79 889 000
Priority 3: Technical assistance	2.65	1 124 826	1 374 787	2 499 613
General total		42 441 031	51 872 371	94 313 402

		ESF (45%)	National contribution (55%)	Total
		81 941 322 962	100 150 505 842	182 091 828 804
	%			
Priority 1: Anticipation	12.64	10 360 489 120	12 662 820 036	23 023 309 156
Priority 2: Support	84.71	69 409 121 036	84 833 370 155	154 242 491 190
Priority 3: Technical assistance	2.65	2 171 712 806	2 654 315 652	4 826 028 459
General total		81 941 322 962	100 150 505 842	182 091 828 804

## Multi-regional sub-programme: systems reinforcement

LIT = 1 930.71

		ESF (45%)	National contribution (55%)	Total
		2 496 530	3 051 314	5 547 844
	%			
Priority 1: Anticipation	68.96	1 721 705	2 104 306	3 826 011
Priority 2: Support	0.00	0	0	0
Priority 3: Technical assistance	31.04	774 825	947 008	1 721 833
General total		2 496 530	3 051 314	5 547 844

		ESF (45%)	National contribution (55%)	Total
		4 820 075 436	5 891 203 311	10 711 278 747
	%			
Priority 1: Anticipation	68.96	3 324 113 061	4 062 804 852	7 386 917 912
Priority 2: Support	0.00	0	0	0
Priority 3: Technical assistance	31.04	1 495 962 376	1 828 398 459	3 324 360 835
General total		4 820 075 436	5 891 203 311	10 711 278 747

Member State: Italy  
**Additionality assessment**  
 SPD Objective 4 and CSF Objective 3

CSF period 1994—99							
Expenditure	Total eligible public expenditure	Cofinanced public expenditure				Non-cofinanced national public expenditure	National public expenditure (structural)
		Total	Structural Funds (FSE)	National cofinancing			
				State	regional		
1	2	3	4a	4b	5	6	
	(1)=(2)+(5)	(2)=(3)+(4)	4			(6)=(5)+(4)	
Priority 1 measures: integration or reintegration of the long-term unemployed and persons at risk of long-term unemployment	304.44	156.3	70.33	68.77	17.19	148.15	234.11
Priority 2 measures: reinforcement of initial training and integration of young people into the labour market	608.15	210	94.5	92.4	23.1	398.15	513.65
Priority 3 measures: integration or reintegration of persons exposed to the risk of social exclusion	77.04	49.26	22.17	21.67	5.42	27.78	54.87
Priority 4 measures: promotion of equal opportunities for men and women on the labour market	62.04	38.89	17.5	17.11	4.28	23.15	44.54
Priority 5 measures: reinforcement of training systems and employment	52.96	34.44	15.5	15.16	3.79	18.52	37.46
Continuing training (Objective 4))	144.81	144.81	65.17	63.72	15.39	0	79.65
Health training	18.52	0	0	0	0	18.52	18.52
Financing of training on environmental issues	9.26	0	0	0	0	9.26	9.26
<b>Totals</b>	<b>1 277.22</b>	<b>633.7</b>	<b>285.17</b>	<b>278.83</b>	<b>69.71</b>	<b>643.52</b>	<b>992.06</b>









European Commission

**ITALY — Single programming document 1994-99**

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