

PRO ♀ Women

Up-skilling Itineraries for Women as
New Cultural Promoters to Enhance Territorial Heritage

Empowering Women through Tourism:
A Handbook for Educators & Trainers

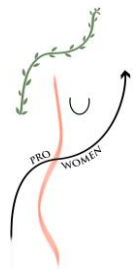
Developed by Center for Social Innovation – CSI Cyprus

June 2021



Co-funded by the Erasmus+ Programme of the European Union

Project number: 2019-1-IT02-KA204-063176



“Tourism leads the charge for female empowerment”

UN WORLD TOURISM ORGANISATION - UNWTO, 2019



Co-funded by the Erasmus+ Programme of the European Union



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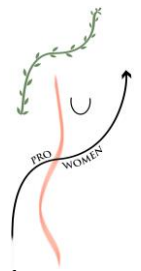
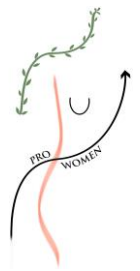


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Introduction

About the project

The project “**Pro-Women. Up-skilling Itineraries for Women as New Cultural Promoters to Enhance Territorial Heritage**” is an Erasmus+ KA2 project which started in September 2019 with a total duration of 24 months. The project was approved by the Italian National Agency and the partnership consists of the following organisations:

- Cooperativa Sociale San Saturnino onlus – Italy (coordinating organisation)
- Center for Social Innovation – CSI – Cyprus
- Obiettivo Famiglia / Federcasalinge – Italy
- OSENGO Europe – France
- Wisamar Bildungsgesellschaft gemeinnützige GmbH – Germany
- Torrijos Municipality – Spain

The Pro-Women project wants to promote equal opportunities and social-labour inclusion of the low-skilled and unemployed women by providing intervention tools for training and empowerment. The target group undertook a participative learning path to strengthen their competences and acquire new ones, with the final aim of supporting their employability in the Tourism sector. The project challenge is to operate in sustainable tourism. Therefore, this sector must increasingly be approached with a view of enhancing the cultural and environmental heritage, namely the legacy which includes tangible and intangible culture, as well as natural heritage (landscapes, biodiversity, etc.).

Target groups

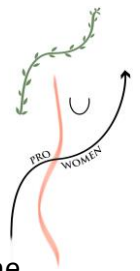
The main target groups of the project can be divided in the following categories:

- Women in a vulnerable situation - low-skilled / low-qualified and unemployed women and/or housewives who want to re-enter the labour market
- Professionals working with women in a vulnerable situation
- Local stakeholders related to the project field

Objectives

The objectives this project wants to achieve are the following:

- To boost cultural growth, enhancement of cultural heritages, social inclusion, and cohesion processes involving local communities.
- To valorise innovative methodological approaches aimed at women empowerment.
- To facilitate low-skilled and unemployed women’s access to training, employment, and entrepreneurship by empowering them.
- To promote entrepreneurship among the primary target group as a way of improving its



social and labour situation.

- To provide professionals and educators working with women with efficient tools in the form of a Learning Package and Handbook aimed at supporting the target group's social and labour integration.

Intellectual Outputs

A total of four Intellectual Outputs were developed throughout the project duration:

- O1 - An integrated reading of the territories: a report covering the gender equality and women's rights situation in all partner countries (Italy, Spain, Cyprus, Germany, France), analysis of interviews with tourism stakeholders in all partner countries, policy recommendations, analysis of heritage sites.
- O2 - Learning course package for enhancing women's competences and promoting their employability opportunities in the tourism field: a total of seven modules developed to help women develop their relevant skills in order to enter the tourism labour market in sustainable ways. The Learning Course Package was piloted with at least 15 low-skilled / unemployed women in each partner territory.
- O3 - Atlas for the enhancement of cultural and natural heritage of specific areas of 5 European countries: the Atlas is the result of all the piloting sessions in all partner territories, containing four itineraries in each territory developed by the women participants.
- O4 - Handbook addressed to educators and trainers working with women in vulnerable situation: the current document described below.

All Intellectual Outputs are available on the project website www.prowomen-project.eu.

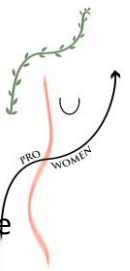
Project visibility

Tourism4SDGs Platform, by UNWTO

The partnership of Pro-Women has taken the initiative to publish the project on the Tourism 4 SDGs platform, a platform created by the UN World Tourism Organisation (UNWTO), taking into consideration the project's ultimate goal which is to empower women with skills in order to thrive in the sustainable tourism sector and to support them in becoming cultural promoters of their territorial areas, maintaining the local heritage. You can find the Pro-Women registration on the platform [here](#).

EPALE Community Stories 2021

Pro-Women project was featured as the first EPALE Community Story for 2021, under the thematic focus "Life and work skills for empowering adults to learn and participate". The story



will also feature in the 2021 edition of the Community Stories Storybook, to be published at the end of 2021. Read the Pro-Women community story [here](#).

Objectives of the Handbook

The current document was developed in the context of Pro-Women's Intellectual Output 4: Handbook addressed to educators and trainers working with women in a vulnerable situation.

This Handbook is developed with the aim of helping **professionals** (educators, trainers) working with women in a vulnerable situation to develop learning activities and make their up-skilling and to promote their employability in the tourism sector.

The Handbook provides suggestions on how to work with vulnerable **women**, while emphasizing at the same time the **individuality** of each person. It also contains information on how to effectively communicate, listen and engage, observe, promote and enable, mobilise resources, assess and plan. The Handbook will refer to the previous products and activities developed in the context of the Pro-Women project, such as IO1 – An Integrated Reading of the Territories, IO2 – Learning Course Package, and IO3 – Atlas. In this way, it becomes a holistic reference point of the project objectives as a whole, while simultaneously utilizing all the resources that have been developed within the project duration.

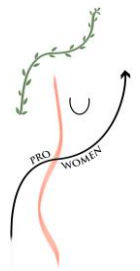
One innovative element of this Output is that it offers tools and exercises that help identify the specific challenges of each woman in a vulnerable position and thus to assess their actual needs in order to adapt the intervention paths and perspectives to the real needs of the individual. This is reflected in the belief that women do not comprise a homogeneous group or category; they face different challenges and thus it is crucial to try and understand their situation and their specific needs in order to formulate appropriate plans of action. These tools will be in the form of outlines for interviews and questionnaires.

An additional innovative element of the Handbook is that it contains country-specific¹ information, especially with regards to the legal framework about setting up an enterprise or a social enterprise, the creation of networks, entering the (national) labour market and other. This will allow the sharing of more targeted information about concrete ways in which to take action.

Lastly, the methodological approach of the Handbook is focused on the perspectives that form the basis for empowerment of the work with women in vulnerable situations, namely:

- a gender perspective
- an anti-discriminatory perspective
- an anti-oppressive perspective
- an anti-racist perspective
- a users' perspective.

¹ With reference to the partner countries: Italy, Cyprus, Spain, France, Germany.



Legal framework regarding gender discrimination

The main Social Scoreboard indicator for gender equality in the labour market is the gender employment gap, which in 2016 was of 11.5 percentage points (pps) for the EU-28². Employment rates³ are generally even lower for women aged 55 to 64. The gender gap in part-time work remains high, as it is usually the woman who reduces her working hours to carry the bulk of family responsibilities. Losses in GDP per capita attributable to gender gaps in the labour market have been estimated at up to 10% in Europe (Cuberes and Teignier-Baqué, 2017). With the working-age population declining in most member countries due to strong ageing prospects, raising female employment rates by bringing more women into the labour supply is paramount. Continuous efforts are needed to tackle gender gaps and move towards a dual model in which both men and women can be income earners and caregivers. The EU has been at the forefront of promoting gender equality, motivating some reluctant member states along this path. The first step was taken in 1957, when the EU established the principle of equal pay through the Treaty of Rome. Despite the progress⁴, gender inequality remains a defining characteristic of European labour markets. Women are still far from achieving full economic independence: Compared to men, women's careers remain concentrated in lower-paying sectors, work an average of 6 hours more per week (paid and unpaid) while having fewer paid hours⁵, take more career breaks, have fewer job opportunities, and face fewer and slower promotions. While the presence of women has increased significantly in some higher-level employments like health, legal, and human resources, the proportion of female engineers or ICT professionals remains low⁶. This is in spite of the fact that women are increasingly well qualified, even surpassing men in terms of educational level. Within the most common occupational categories, women in the EU predominate as cleaners, clerks, personal carers, nursery and primary teachers, and secretaries⁷.

Discrimination at work is illegal across the EU. Still, gender pay gap⁸ is a reality in all 5 countries involved in this project, as it is in the rest of the EU. In 2017, women in the EU earned over 16% less per hour than men. Which means that women earn 0,84€ for every 1€ men earn; or, in other words, that women work around 2 months for free each year compared to men. The good news

² The term EU-28 refers to the data of the European Union considering the 28 countries that constituted it from 2013 to 2020.

³ Employment rates in 2016 for EU-28: 76.8% for men and 65.3% for women.

⁴ Female employment, similar to that of men, continued to increase slowly but steadily, reaching 66.6% in the third quarter of 2017.

⁵ Sixth European Working Conditions Survey: 2015. <https://www.eurofound.europa.eu/surveys/european-working-conditions-surveys/sixth-european-working-conditions-survey-2015>

⁶ Gender segregation in education, training and the labour market Report by EIGE, 2017. <https://data.consilium.europa.eu/doc/document/ST-12709-2017-ADD-2/en/pdf>

⁷ The Pursuit of Gender Equality: An Uphill Battle, OECD 2017. <https://www.oecd.org/publications/the-pursuit-of-gender-equality-9789264281318-en.htm>

⁸ Defined as the difference in average gross hourly wage between men and women across the economy.

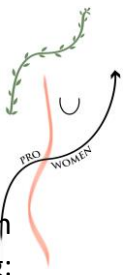
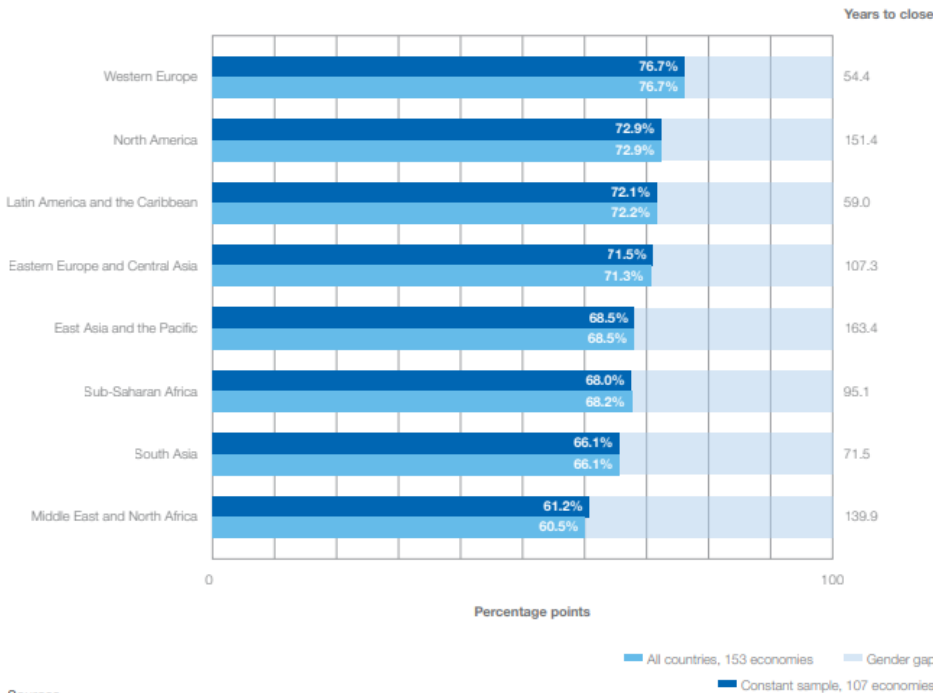


Figure 6 Gender gap closed to date by region, 2020



Sources

World Economic Forum, Global Gender Gap Index, 2020.

Notes

Population-weighted averages, including the 153 economies featured in the Global Gender Gap Index 2020 and the 107 economies featured throughout all 2006-2020 edition of the index.

is that the situation is mostly improving: according to data from Eurostat⁹, in 2019, women's gross hourly earnings were on average 14.1 % below those of men in the EU. However, the gender pay gap is not an indicator of the overall labour gender inequalities. When female employment rates are low, pay gaps tend to be lower than average, hence masking the magnitude of the

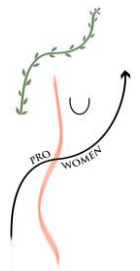
problem. A high pay gap is usually characteristic of a labour market in which women are more concentrated in part-time work or certain sectors/professions. On the contrary, the gender overall earnings gap¹⁰ considers three type of disadvantages women face: lower hourly earnings, fewer hours in paid jobs, and lower employment rates (for example when interrupting a career to take care of children or relatives). According to data from Eurostat for 2014, the gender overall earnings gap in the EU-28 was 39.6%, while it stood at 26.9% in Cyprus, 31% in France, 35.7% in Spain, 43.7% in Italy, and at 45.2% in Germany.

According to the Global Gender Gap Index of 2020¹¹, a ranking on gender equality out of 153 countries, our 5 nations stand as follow: Spain 8th, Germany 10th, France 15th, Italy 76th, and lastly Cyprus 91st. The regional rank (W-Europe and N-America) is: Spain 6th, Germany 7th, France 9th, followed at a distance by Italy on the 19th, and Cyprus on the very last position: 22nd. In regards to the wage equality for similar work, the ranking is: Germany 68th, Cyprus 93rd, Spain 115th, Italy 125th, and lastly France 127th.

⁹ Gender pay gap statistics, Eurostat 2019. https://ec.europa.eu/eurostat/statistics-explained/index.php?title=Gender_pay_gap_statistics

¹⁰ Understood as the difference between the average annual earnings between women and men.

¹¹ Global Gender Gap Report, World Economic Forum 2020. http://www3.weforum.org/docs/WEF_GGGR_2020.pdf



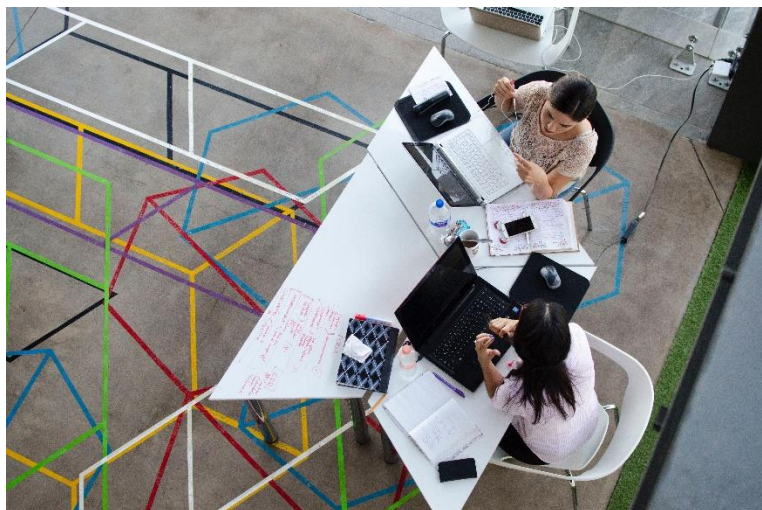
The importance of creating networks

Facilitating the employability of vulnerable women is a quite challenging task. Therefore, organisations dealing with this area of intervention need to set up very strong networks with public and private actors who can provide concrete support. Below, some guidelines are provided on how to build these support networks, how to motivate vulnerable women during their efforts to enter the labour market and how to keep them active.

As educators/trainers

Educators and trainers who work with vulnerable women often have a great impact on the women and can potentially influence their labour market path by supporting them throughout their efforts. All partners of Pro-Women have experience in working with this group, both from the current project but also from different ones. Below, we present concrete ways in which educators and trainers can help these women create networks with public and private stakeholders and actors.

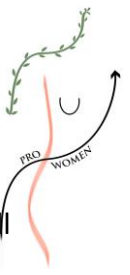
a) Organise **networking meetings** between the women and relevant actors and stakeholders in the area. All partners of Pro-Women, as part of the pilot testing of IO5 – Atlas, implemented a



networking meeting between the women participants and relevant actors in the field of (sustainable) tourism, heritage, and culture on a national level. The results from these networking meetings were very positive: women had the opportunity to meet with key persons in the field, pose their questions and find out more about how to concretely facilitate their labour market access in this field. Therefore, the impact of such

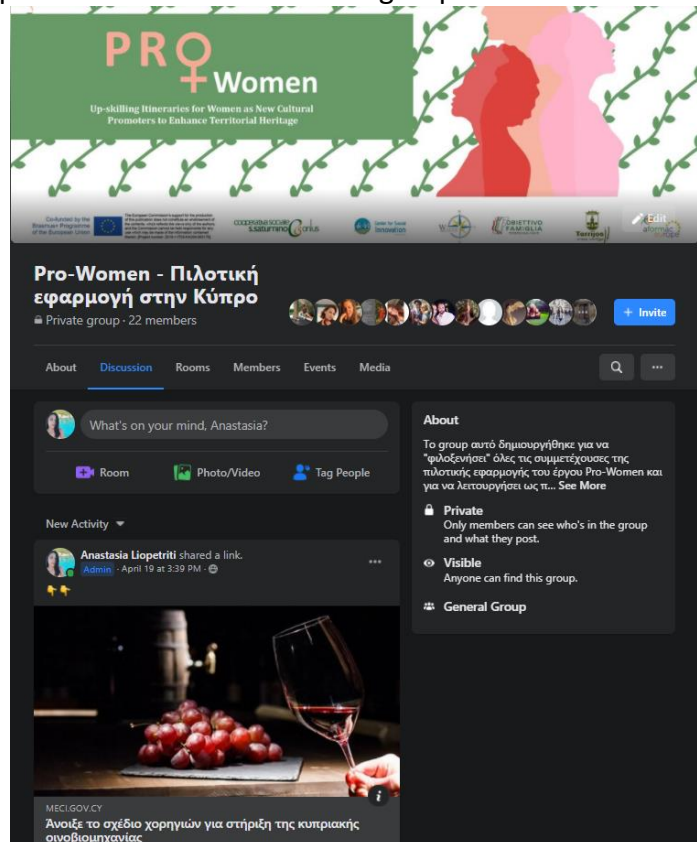
networking meetings is invaluable, as it offers a platform upon which women can personally introduce themselves and gain knowledge about stakeholders' activities and opportunities offered.

b) Share with the women any **supporting organisations / networks / institutions** etc. who offer various training and educational opportunities that could potentially help them in their career path. Ask them to follow them on social media, visit their website, even write an email introducing themselves and asking them to personally consider them for any relevant opportunities that may arise in their organisations. It is a very promising and positive indication



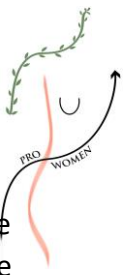
for a person to make the effort and actively engage with supporting organisations, and this will definitely be appreciated from such organisations – or even from potential future employers.

c) Create an **informal channel of communication** with the women so as to interact more easily – and keep it **active!** The piloting trainer of Center for Social Innovation has created a Facebook group with all the women participants in the national piloting as a way to interact more directly and more informally, and it was complementary to the standard email communication throughout the piloting. The partner’s experience with the Facebook group indicates that the women met between them more easily and had the chance to interact between them and with the trainer for anything related to the piloting and even beyond. In addition, the trainer often posts in the group about different training and/or career opportunities, external to the Pro-Women project but relevant with the project’s topic that may interest the participants or may help them in their access in the labour market. This indicates that the creation of such a communication channel, which allows for an easy exchange of information in different formats (texts, links, photos, articles, instant messaging etc.), opens up the possibilities of enhancing the women’s networks and providing them with information that they may not have seen otherwise. It is important for the trainer/educator to try and keep the group active – at least at the beginning, and try to encourage the women to feel comfortable enough to post their own content if they wish, so as to try and make the group sustainable in the long-term by the women themselves.



d) Take any opportunity in **external events with stakeholders** to **promote** projects concerning women’s access to the labour market. Promote relevant projects and their key info, such as project leaflet, website, social media pages etc. in every opportunity you can. Pro-Women’s partners have introduced the project in various external events and/or online trainings, maximising its dissemination but also the possibilities of these stakeholders engaging actively with the project and the women participating.

e) Prepare an **informative infopack** about the project you wish to promote, which is concerned with vulnerable women, accompanied by the project leaflet and send it to relevant **stakeholders** and actors, both private and public. This way, the stakeholders get a quick glimpse of what the



project is about and how they can themselves become involved and come in contact with the women. Make sure you include your contact details in case a stakeholder wishes to communicate further with you and ask specific questions about the project.

As women in a vulnerable situation

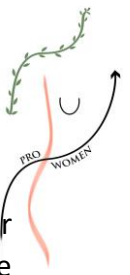
For organisations and people working with women in a vulnerable position, it is very important to facilitate networking opportunities. However, it is equally important for these women to initiate their own networking initiatives by taking advantage of every opportunity to do so. Below, we present some key ways in which women can build their own network and facilitate their employability and their career development.

a) **Make a list of key organisations / companies / institutions etc.** that you think can help you excel in your career and/or would make an ideal future employer. Follow them on social media to be constantly updated with the current offers on training or career opportunities. Sign up to their newsletter, visit their website to find out more, write an introductory email and send it to the general email. If possible, engage with their content: comment and start a discussion where appropriate. Make your voice heard.

b) If you haven't already, create a **LinkedIn profile**. It is free and it will serve as your identity card to demonstrate your skills, experience, volunteer work and other achievements in the internet world of professional networks. Make sure you keep your profile updated, you make connections with other people in your field and you keep it tidy and professional. For guidance on how to create a LinkedIn profile, click [here](#).

c) **Attend events regularly**. Make sure you regularly attend different events relevant with your field of work / interest, where you know you will have the opportunity to meet key stakeholders and people who might help you in your professional journey. If you have a business card, definitely carry some with you and talk to people. The pandemic circumstances have made it challenging for people to attend physical events and the world is getting used to the idea of online events – this is still okay. You can still meet people and expand your network even if you attend online events, but make sure you make your voice heard as it is more difficult to meet people in a virtual environment. Write an introductory message on the meeting's chat with your contact information and what you do, so as to let other people know that you're open for networking. Similarly, try to get people's business cards and follow up upon completion of an event. If a speaker has sparked your curiosity and you think they would be a good potential collaborator, you can connect with them on LinkedIn – just search their name.

d) **Meet other like-minded women** who may face the same challenges as you. Doing something on your own versus having support from people who are in a similar situation with you are quite different from each other. While working and/or being alone is okay, sometimes we all need the support from other people – and that's okay as well! Try to meet other women with whom you

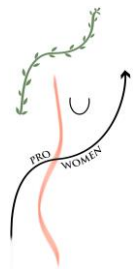


might form potential long-term collaborations or even friendships. Working in a team, having diverse points of view and different backgrounds can potentially boost your professional development and can result in projects you had no idea you could develop. According to a study conducted by the Kellogg School of Management¹², women who form a strong inner circle with other women who can share career advice are nearly *three times more likely to get a better job* than women who don't have that support system.

In the case of Pro-Women project, women in all partner countries had the opportunity to meet other women and form groups in the Atlas development activity. The women were divided into groups, where each group had to develop an itinerary. They have worked efficiently together, communicated between them and even met up in their own time to develop the Itineraries. This demonstrates strong commitment from the women's part and a willingness to form close circles with others in order to collaborate for a common goal.



¹² Yang, Yang, Nitesh V. Chawla, and Brian Uzzi. "A network's gender composition and communication pattern predict women's leadership success." *Proceedings of the National Academy of Sciences* 116.6 (2019): 2033-2038. <https://www.pnas.org/content/116/6/2033>



Providing help, direction, and guidance

When working with a group of women in a vulnerable position, the trainer should always find a balance between the group dynamics and the individual needs of each woman. Below, we demonstrate several crucial techniques for the educator / trainer to have in mind when working both in groups of women but also with individuals.

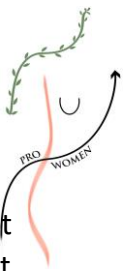
Building rapport, setting boundaries

In order to establish a successful relationship with the group/individual, it is important that the cycle begins with a 'setting up' phase and with trust. This should be used to clearly establish the purpose of the programme, explain the process and content, discuss roles, manage expectations and set boundaries. During the first meeting, make sure you set out the goals of the programme you are following, explain the process as well as the expectations for the women. As a trainer, it is important to provide some basic background about yourself and ask for some background information from the women – who they are, what they do, their professional background, what they like to do, and what they expect from the programme. Discuss their expectations and see how you can build a plan for future meetings.

Setting goals and guiding the women

An effective educator will be able to guide the women appropriately. The key here is to guide 'appropriately' – that is to help them achieve their goals and make the progress they want to make. Part of the role will be to refer them to appropriate resources and other sources of information/networks that are relevant with the programme and with their goals.

As a first step, ensure that the women's goals are clearly established from the start of the programme. Establish what the women already know and try to understand and identify any gaps



they may have. For instance, if they wish to set up their own tourism-related business, but do not know how and where to start, refer them to specific sources that may help them: government funding schemes, start-up communities online that are free and provide networking opportunities, organisations that help women in setting up a business etc. Once gaps have been identified, support the women to improve knowledge and understanding of systems and processes and provide references and/or resources that will help them in achieving their goals.

Active listening

Active listening is a highly developed skill and is essential for a trainer/educator who works with vulnerable groups to be effective. Active listening is a technique in which the listener must fully concentrate in order to understand, respond and remember what is being said. Listening to really understand and identify patterns, issues and challenges for your group and individuals.

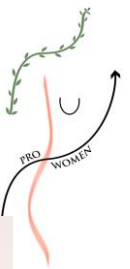
Develop active listening as a technique from the first session with your group/individual. As you listen to them, make notes (mentally or literally) of any patterns or themes you think would be useful to explore. Avoid interrupting, over-sympathising or telling your own stories to maintain boundaries, unless you are absolutely certain that they will provide an added-value in the discussion. Practice the art of being truly present and mindful – provide non-verbal engagement through nodding, eye contact, gesture, sitting position, focusing on the woman/group completely and avoid distracting thoughts of your own. Use the skills of summarising and clarifying to ensure you have ‘heard’ correctly.

Effective questioning

Effective questioning will enable the group/woman you are working with to explore concerns and thoughts. Trainers should be clear in their own minds about why you are asking a particular question – is it to gain more information, to offer insight, to better understand, to move the group on towards their own solution?

Make sure you ask open questions and be mindful of the purpose of the question. Ask questions that will challenge your group’s thinking but be sensitive. Additionally, ensure you use questioning that enables the group/woman to develop their own solution. Ensure you allow sufficient time and space for your mentee to ask you questions. Review your notes from each session and identify any further follow up questions for the next session.

Effective feedback



Feedback can be about clarifying and summarising the words of the person/group you are working with, for someone to hear their own words back can help to illuminate thoughts and discover new possibilities. Feedback is also used to point out progress and set new goals. Providing effective feedback is a powerful skill for an educator/trainer.

Follow up from your group by summarising – e.g. “So, what I think you said is xxxxx. Is this correct?” Ensure you use clarification questions or strategies to check your own understanding of what the person is saying – e.g. “Just to clarify, does that mean...?” Another great strategy is to ask the group to summarise again for themselves – e.g. “So, could you just explain that again to me ...” Use feedback to both celebrate successes for your group but also provide sensitive challenge where appropriate. Feedback should be objective, non-judgemental and always constructive.

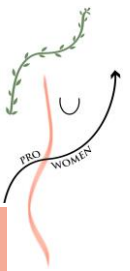


Ending sessions effectively

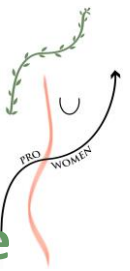
Regardless of the programme you are working with, each session should follow a similar pattern of plan, do, review, plan, do review. The ending of each session should be very crisp and clear with actions laid out for both the trainer and the participants. At the end of the programme, participants should have a clear direction of how to move forward.

Below, we provide a summarising table of some Do’s and Don’ts for trainers and educators to have in mind when working either with a group of women or with individual women. It is important to keep these in mind while implementing sessions with your participants.

Do’s	Don’ts
Be prepared for all sessions	Give lots of personal anecdotes



Manage time effectively	Dominate the conversations
Listen actively	Be negative
Be supportive & solution-focused	Think you have all the answers
Provide information and resources	Over-promise and under-deliver
Ask insightful open questions	Become overly familiar with the group/woman
Be empathetic and understanding of the challenges your group may facing	Be late to your sessions



Empowering women with skills development in the tourism sector

One of the core objectives of the Pro-Women project was to empower women with new skills and training in order to prepare them for access in the labour market of the tourism sector. For this purpose, the project developed Intellectual Output 2 – Learning Course Package for enhancing women’s competences and promoting their employability opportunities in the tourism field. This Learning Course Package consists of a total of seven modules:

Module 1 – Preparatory Module

The first module is a general introduction to the project, its objectives and the current course. It serves as an introductory module to make participants more familiar with the course’s content and its aims.

Module 2 – Computer Literacy

The second module focuses on the use of computers and the tools it offers, which will help women in their work as advocates of cultural heritage. Specifically, it demonstrates guidelines on how to do effective internet research, how to behave in the internet environment, how to process images and finally it makes an introduction to the development of the maps provided for the course.

Module 3 – Elements of History, Art, and Culture

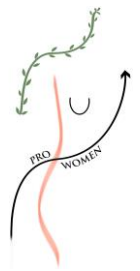
The third module takes participants on a journey through the various cultures of history to the present day. They learn about the basics of cultural heritage, the different periods of history and how history is an integral part of sustainable tourism.

Module 4 – Communication and Marketing

The fourth module covers: communication skills and why they are essential in the field of tourism, social media and their role in promoting your project, and setting up websites and networking, among others. It focuses on the importance of communication, branding and marketing in women’s work as cultural advocates.

Module 5 – Reading and Mapping of Itineraries

The fifth module aims to prepare women and give them the necessary tools to create the end result: the route maps (otherwise parish maps) that will be based on the routes they will decide. For this section, each partner organized additional online meetings to coordinate the group work: division of women into groups, development of itineraries, coordination etc.



Module 6 – Managing Teams, Organising Events

This module aims to develop the necessary skills for planning, scheduling and promoting events as well as for managing tourist groups. The above are especially important in the role and work of a person in the field of tourism and will help women in their work.

Module 7 – Employment and Self-Employment

The last module of the course aims to equip women with job search skills as well as skills for creating their own business. Specifically, the module demonstrates how to create a successful CV, how to look for a job, how to formulate an idea for a business and how to implement it.

All modules were designed and developed to accelerate women's advancement in the tourism sector, but also to equip women with the necessary tools to set up their own project / business in the tourism sector. Therefore, a holistic approach was applied, to make sure that the course covers a wide array of elements that respond to the needs of the women as a group but also as

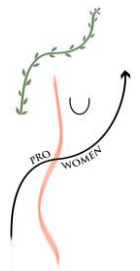


individuals. The main aim of the course was to empower women and to assist them in fulfilling the role of the New Cultural Promoter.

Note: The Learning Course Package was foreseen to be piloted with approximately 15 women in each partner country¹³, with face-to-face meetings between the

trainers and the women. However, due to COVID-19 restrictions and safety measures, the majority of partners implemented the piloting online, through a Moodle course set up by the German partner, Wisamar, complemented with virtual meetings with the women.

¹³ In the case of the two Italian partners, each partner organized a piloting in their own area: SANSAT in Rome and Obiettivo Famiglia in Gela, Sicily.

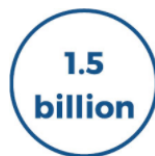


Sustainable Tourism labour market and COVID-19

Approximately sixteen months after the coronavirus outbreak in Wuhan, China, the world continues to face an unprecedented global health, social and economic emergency with the COVID-19 pandemic, despite the rollout of several vaccines globally. Undoubtedly, travel and tourism are among the most profoundly affected sectors, with airplanes on the ground, hotels closed and travel restrictions put in place in virtually all countries around the world, especially during 2020.

COVID-19 AND TOURISM

TOURISM IN PRE-PANDEMIC TIMES



International Tourists

International tourist arrivals in 2019
(10th consecutive year of sustained growth)



Millions of Jobs

With a high share of women (54% of the workforce) and youth



Export Revenues

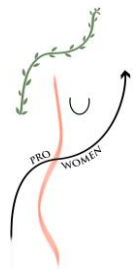
- 3rd largest export category
- 50% of total exports for many small developing countries



Growing Faster than the World Economy

Tourism is a key sector in many advanced and emerging economies

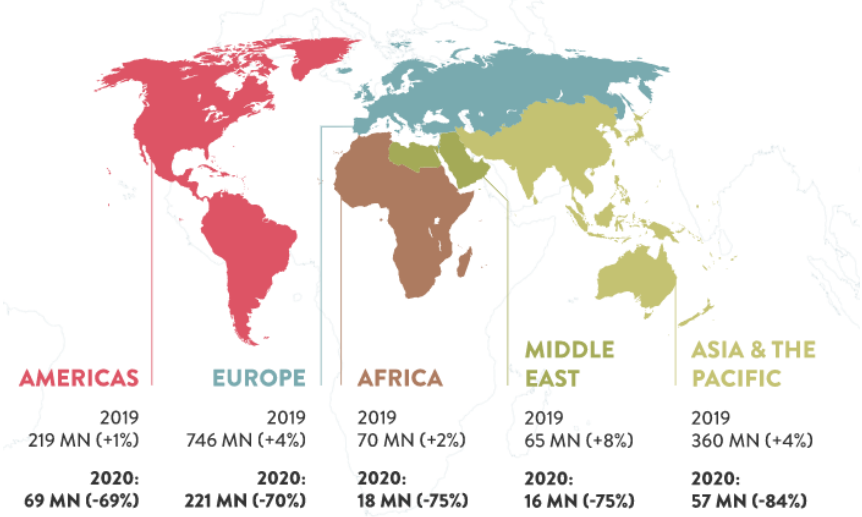
Via: <https://www.unwto.org/covid-19-and-tourism-2020>



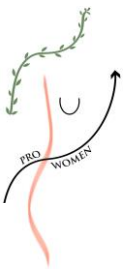
2020 INTERNATIONAL TOURIST ARRIVALS

JANUARY-DECEMBER

WORLD 2019: 1.5 BILLION (+4%)
2020: 381 MILLION (-74%)



SOURCE: WORLD TOURISM ORGANIZATION (UNWTO), JANUARY 2021

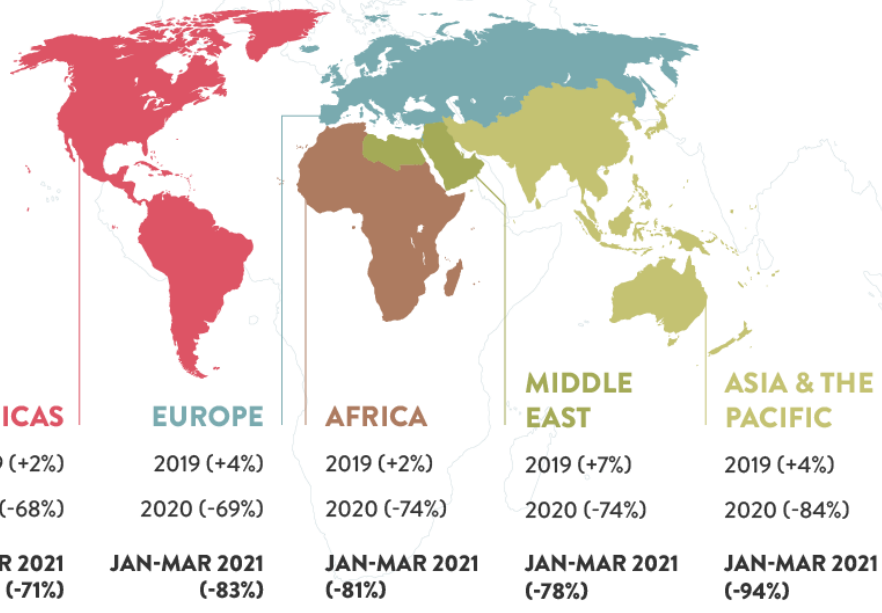


2021 INTERNATIONAL TOURIST ARRIVALS

JANUARY-MARCH*

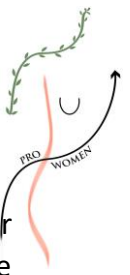
WORLD

2019: (+4%)
 2020: (-73%)
JAN-MARCH 2021: -83% (OVER 2020)
JAN-MARCH 2021: -88% (OVER 2019)



SOURCE: UNWTO
* PROVISIONAL DATA (Y-O-Y MONTHLY CHANGE) (DATA AS OF MAY 2021)

As the world is on an effort to revive tourism, the UN World Tourism Organisation (UNWTO) reminds us that it is even more important now to focus on the revival of tourism based on sustainable and environmentally-friendly practices, which goes hand-in-hand with a long-term plan to make tourism beneficial both for the local communities as well as for the environment. UNWTO emphasises on the inextricable link between Tourism and the UN Sustainable Development Goals, and how women empowerment is the key to reviving tourism in the post-Covid era.



Tourism has a pivotal role to play in achieving the objectives at the heart of the 2030 Agenda for Sustainable Development, in particular the commitments to gender equality and the empowerment of women of Sustainable Development Goal 5.

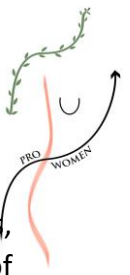


As a specialised UN agency in the field of tourism, UNWTO is committed to enhancing the positive impact of tourism development on women's lives, and, in so doing, contributing to the achievement of the Fifth Sustainable Development Goal¹⁴ – "achieve gender equality and

Did you know...?

- In most regions of the world, women make up the majority of the tourism workforce
- Women tend to be concentrated in the lowest paid and lowest status jobs in tourism
- Women perform a large amount of unpaid work in family tourism businesses

¹⁴ See more: <https://www.un.org/sustainabledevelopment/gender-equality/>



empower all women and girls". Since 2007, UNWTO has been working – through its Ethics, Culture and Social Responsibility Department - in partnership with UN Women¹⁵ and a range of external partners across the globe, to bring gender issues to the forefront of the tourism sector, promoting gender equality and women's empowerment and encouraging member states to mainstream gender issues in their respective tourism policies.

After the establishment of the UN Sustainable Development Goals, UNWTO has launched the online platform "[Tourism 4 SDGs](#)", a co-creation platform for everyone that aims to make tourism matter on the journey to 2030. The platform hosts among others, research, education, and training, events, initiatives, policy papers, company CSR and stories- all in one space.

Entrepreneurship in the sustainable tourism sector – opportunities for action

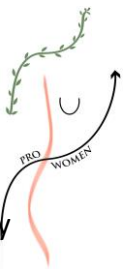
According to the UNWTO¹⁶, sustainable tourism is defined as "*Tourism that takes full account of its current and future economic, social and environmental impacts, addressing the needs of visitors, the industry, the environment and host communities*". Sustainable tourism development guidelines and management practices are applicable to all forms of tourism in all types of destinations, including mass tourism and the various niche tourism segments. Sustainability principles refer to the *environmental, economic, and socio-cultural* aspects of tourism development, and a suitable balance must be established between these three dimensions to guarantee its long-term sustainability.

Having these in mind, sustainable tourism should:

- Make optimal use of **environmental resources** that constitute a key element in tourism development, maintaining essential ecological processes and helping to conserve natural heritage and biodiversity.
- Respect the socio-cultural authenticity of **host communities**, conserve their built and living cultural **heritage** and traditional values, and contribute to inter-cultural understanding and tolerance.
- Ensure viable, long-term economic operations, providing **socio-economic benefits** to all stakeholders that are fairly distributed, including stable employment and income-earning

¹⁵ See more: <https://www.unwomen.org/en>

¹⁶ Reference: *Making Tourism More Sustainable - A Guide for Policy Makers*, UNEP and UNWTO, 2005, p.11-12



opportunities and social services to host communities, and contributing to poverty alleviation.

Sustainable tourism development requires the informed participation of all relevant stakeholders, as well as strong political leadership to ensure wide participation and consensus building. Achieving sustainable tourism is a continuous process and it requires constant monitoring of impacts, introducing the necessary preventive and/or corrective measures whenever necessary. Sustainable tourism should also maintain a high level of tourist satisfaction and ensure a meaningful experience to the tourists, raising their awareness about sustainability issues and promoting sustainable tourism practices amongst them.

Support services regarding (social) entrepreneurship in the Sustainable Tourism Sector

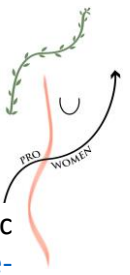
The EU is already making efforts to enhance sustainable tourism among its member states to ensure the achievement of the 2030 goals, mainly through the Sustainable Development Goals. However, different EU Member States have different support services that are concerned with Sustainable Tourism and empowerment of women in this field. Below, we provide a brief overview of the legal framework concerning social entrepreneurship in the five partner countries: Italy, Spain, Cyprus, Germany and France, as well as a number of relevant support services¹⁷ in each of the aforementioned countries.

Italy

The status of social enterprise may be acquired by all private entities which carry on a stable and principal business activity in the general interest, on a non-profit basis and for civic, solidarity and socially useful purposes, adopting responsible and transparent management methods and favouring the widest involvement of workers, users and other stakeholders in their activities. (Legislative Decree No. 112 of 3 July 2017, recently amended by Legislative Decree No. 95 of 20 July 2018, which, in implementation of Enabling Act No. 106 of 6 June 2016, revised the sector's regulations)

Companies made up of a single shareholder, public administrations and bodies whose deeds of incorporation limit, even indirectly, the provision of goods and services to members or associates only, cannot acquire the status of social enterprise; Social cooperatives and their consortia, as referred to in Law No. 381 of 8 November 1991, acquire by right the status of social enterprises. To them, the provisions of Legislative Decree No. 112/2017 apply in compliance with the specific regulations for cooperatives and insofar as they are compatible. Read more [here](#).

¹⁷ Definition of support services: NGOs, organisations, start-up funding opportunities, social entrepreneurship framework.



As well said in the paper “Social Enterprise in Italy: Regulatory Profiles and Socio-Economic Perspectives” (<https://irisnetwork.it/wp-content/uploads/2015/06/colloquio15-ognibene-notarstefano.pdf>), “The social enterprises are committed not only to finding answers to welfare problems but to generating areas of moral tension in which altruism gains ground over the typical selfishness on which the *homo oeconomicus* paradigm is based”.

Particularly in the Italian context, which is centred on the family (in the form of family businesses) and the local community as active players in the production of social and economic capital, profit cannot be a utilitarian end but must rather be a means of satisfying the needs of the community. In this paradigm, the enterprise takes on the responsibility for work and well-being, becoming the place where the individual realises himself through work and creating flows that connect citizens, the productive world, non-profit organisations, institutions and intermediate bodies.

Social enterprise, as a phenomenon capable of involving all citizens, including the most disadvantaged and excluded persons, through an entrepreneurial logic based on cooperation, relationality and social inclusion, thus represents the most obvious meeting point between social equity and profit and, therefore, also an effective and efficient response to the crisis”.

The 4th Report “Social enterprise in Italy. Identity, roles and resiliency” was recently published. It analyses the size and characteristics of the sector and shows this reality (the year of reference of the data is 2018):

Typology	Number of social enterprises	Number of employees
Associations	3.469	39.724
Social Cooperatives	12.956	451.723
Trust Foundations	1.420	72.096
Other forms	4.671	85.251
Total	22.516	648.794

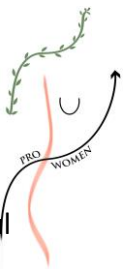
Social assistance / welfare services, the typical sector of type A social cooperatives, alone accounts for 56% of employees, a share that reaches 98.5% if we add the sector of 'economic and social development' in which type B social cooperatives are grouped. Read more [here](#).

Support services in Italy:

- Interventions for the promotion, dissemination and strengthening of the social economy**

<https://www.mise.gov.it/index.php/it/component/content/article?id=2033366:agevolazioni-alle-imprese-per-la-diffusione-e-il-rafforzamento-dell-economia-sociale>

Social enterprises, including social cooperatives, are among the recipients of the measure introduced by the Decree of the Minister of Economic Development of 3 July 2015, which established an aid scheme aimed at supporting the creation and growth of enterprises operating,



throughout the national territory, in pursuit of deserving general interests and socially useful purposes.

2. IRIS NETWORK (<https://irisnetwork.it>)

This network brings together the main actors of knowledge on social enterprise in Italy. Since 2006, it has been promoting activities of theoretical reflection and empirical investigation to nurture in-depth knowledge of social enterprises, affirm their role and improve their capacity for intervention. It acts as an enabling platform, creating a virtuous circle between the scientific community and practitioners. Iris Network members fall into two categories.

CATEGORY A: Universities, departments, institutes, research and training centres with significant study, research and training activities on social enterprise.

CATEGORY B: social enterprises, their representative and coordinating organisations, public or private bodies interested in the association's activities.

3. Third sector worksite (<https://www.cantiereterzosettore.it>)

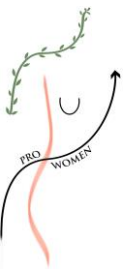
Cantiere terzo settore is an information portal that aims to make legislation accessible to as wide an audience as possible and to facilitate its application. It is a space at the service of thousands of Italian non-profit organisations, where they can find useful tools to understand the legislation, starting with the reform of the third sector, follow the new rules and not lose the support opportunities provided.

4. League of Social Cooperatives – Lega della Cooperative sociali (<https://www.legacoop.coop>)

"To support the economic, social and civil leadership of cooperative enterprises in the most dynamic and effective way". For 125 years this has been the objective of Legacoop, the association that today brings together more than 10,000 cooperative enterprises, active in all regions and in all sectors to create development, putting people and territory at the centre. In order to achieve its objectives, Legacoop develops services and projects for co-operative enterprises and promotes the co-operative culture, affirming its values and supporting its economic, social and civil role and its ability to respond to people's needs through its own representative action.

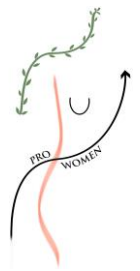
5. Confcooperative – Italian Cooperatives Confederation (<https://www.confcooperative.it>)

The "Confederazione Cooperative Italiane" - Confcooperative, is the main organisation representing, assisting and protecting the Italian cooperative movement and social enterprises in terms of the number of enterprises (18,500), people employed (525,000) and turnover achieved (€66 billion). More than 3.2 million members are represented.



6. **AGCI** – Associazione Generale Cooperative Italiane (<https://www.agci.it/>)

The General Association of Italian Cooperatives is one of the three main national associations representing, assisting, protecting and auditing the cooperative movement: it is a non-profit, free and independent organisation that promotes the diffusion, consolidation, integration and development of the Movement itself, in accordance with the principles of democracy and mutuality, and in the general interest of the country's economy.



7. Alliance of Italian Cooperatives (<https://www.alleanzacooperative.it/>)

On 27 January 2011, AGCI, Confcooperative and Legacoop set up the **Alliance of Italian Cooperatives**, a stable coordination of the country's largest cooperative organisations aimed at building a single, unified representative association. The three centres united in the Alliance bring together 43,000 enterprises representing over 90% of the Italian cooperative world in terms of people employed (1,200,000), members (over 12 million) and turnover (140 billion euros).

8. ENAC (<https://enac-online.it/>)

The ENAC is a social promotion body that carries out its activities in the field of culture, sport and leisure, working throughout the country to promote both culture and sport, so as to create a synergy with all those who care about the social development of our country.

It is a hub for all free associations interested in carrying out projects in the cultural, sporting and social fields: Cultural associations, social promotion associations, voluntary associations, non-profit organisations, recreational clubs, cultural clubs, associations for the protection of the territory and the preservation of food and wine traditions.

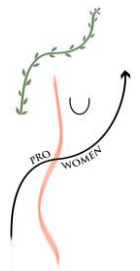
Spain

Social entrepreneurship is all those business strategies that profit or non-profit companies or organizations implement with the main objective of providing solutions and solving social, environmental or cultural problems.

The economic crisis suffered in recent years has led to an increase in general interest in ethical and responsible behaviour. In this way, the approach of a model called Social Economy arises, which aims to develop a new economic, political and social order, in order to build a sustainable and more balanced society from the base. Social entrepreneurship finds a suitable framework to develop its activity. These entrepreneurs are conceived as the protagonists of a new market economy and a different way of doing business focused on growth and prosperity, but in a way that is compatible with the creation of social value.

To sum up, the set of entities that make up the social economy (Paniagua, 2011) would be made up of cooperatives, mutual societies, foundations and associations that carry out economic activity, labour companies, insertion companies, special employment centres, fishermen's guilds, agrarian transformation societies and singular entities created by specific norms that are governed by the principles and values previously established (LES, 2011: Art. 5).

Regulations: Law 5/2011, of March 29, on Social Economy (LES). BOE number 76, of March 30, 2011. Read more [here](#).



Support services in Spain:

1. AUARA (<https://auara.org/>)

This company aims to end the lack of drinking water that affects more than 700 million people. To do this, they sell bottled water and allocate 100% of the dividends in developing access to drinking water projects for those affected. These projects consist of building wells, storage tanks and sanitation areas, which reduce famines, reduce diseases, increase hygiene, enhance schooling and support the independence of women.

2. L' Estoc (<http://lestoc.com/>)

This company is a social cooperative that produces and designs furniture from recyclable materials with workers with intellectual disabilities. Its objective therefore is to end polluting waste and integrate people with disabilities into society.

3. Escuela Lab (<https://www.escuelab.es/>)

This social project offers young people the opportunity to have access to a quality scientific education through innovative, practical and interactive experiences that promote the scientific vocation.

4. Ayúdame3D (<https://ayudame3d.org/>)

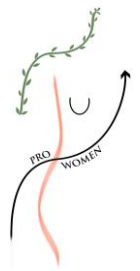
This entity offers arms printed in 3D to people without resources from anywhere in the world. Its objective is to improve employability and schooling by reducing inequality. They also participate in talks to schools to promote social work among the youngest and publicize the benefits that technology can offer.

5. Olivera (<http://www.olivera.org/php/index.php>)

This company produces wines and oils in an ecological way and incorporates, among its employees, people with mental disabilities, especially those with more disadvantaged social situations who actively participate in the production process.

6. Ministry of Tourism, Spain (<https://turismo.gob.es/es-es/Paginas/Index.aspx>)

The website of the Ministry of Tourism gathers the Sustainable Tourism Strategies of Spain 2030 through the Secretary of State for Tourism. It has been driving the growth of the tourism sector for 40 years. Throughout these decades, strategies have been evolving from “sun and beach” tourism to quality-focused strategies. However, nowadays, the sector is facing new challenges and deep social and productive changes, which requires a new vision and the adoption of new formulas that allow this sector to maintain and increase its results.



7. SICTED (<https://www.calidaddestino.es/Contenidos/InformacionGeneral.aspx>)

SICTED is a Project to improve the quality of the tourist destinations. It is promoted by the Secretary of State for Tourism, with the support of the Spanish Federation of Municipalities and Provinces, which works with tourist establishments/services of up to 36 different professions. Its final aim is improving the experience and general satisfaction of the tourist. The distinctive certifies the compliance of the requirements established in the methodology and recognizes the effort and the commitment with quality and constant improving. At the same time, it distinguishes the tourist establishment/service from its competitors.

8. Wecoplan (<http://wecoplan.com/>)

Wecoplan is a platform which aim is supporting and accompanying every traveler and tourism professional of Spain in their way to a more committed travelling style, bringing a positive impact to the destinations and communities they visit. Enterprises can upload for free a form with the characteristics of their sustainable tourism offer to appear on the platform map and search engine. At the same time, travelers can find in one place accommodation, different activity enterprises, restaurants and local producers to plan their vacation and getaways.

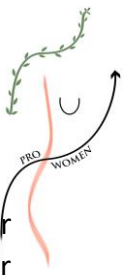
9. Turismo Reset (<https://www.turismoreset.org/>)

It is a community composed by professionals with different profiles, origins and interests, which reflect the cross-cutting nature of the tourist sector. The group has gathered with the common aim of thinking and working to develop a new model of tourist development, according to the challenges presented by this new situation. They have created a manifesto which is articulated around five strategic axes and 25 concrete actions. It has been designed taking into account the Public Administration, the socioeconomic situation of the destinations, the local people and the visitors. By this way, relevant aspects are contemplated, such as the socioeconomic development of tourism, working conditions and equality policies linked to the sector.

Cyprus

In Cyprus, until recently, there was no official legal framework for the term “social entrepreneurship” or “social enterprise”, in contrast to many other EU Member States. However, in late 2020, a social entrepreneurship law has passed in the country. The purpose of this bill is to regulate the registration of companies in the Register, by defining the criteria that a natural or legal person must meet to register as a social enterprise, as well as the definition of the obligations of the social enterprise.

According to the provisions of the proposed Law, a business can be defined as social if it falls into one of the following two categories:



(a) **General purpose social enterprise:** the main characteristics of such an enterprise are, inter alia, that its primary purpose is social mission through the promotion of positive social and / or environmental actions in the interest of society, and invests at least 70% of its profits to promote its social mission,

(b) **Social integration enterprise:** the main characteristics of such an enterprise are, inter alia, that its primary purpose is the social mission, through the employment of persons belonging to vulnerable groups of the population, who constitute at least 40% of the employees of this business.

Based on a recent decision of the Council of Ministers dated 5 June 2019, and in accordance with this bill, the General Directorate for European Programs, Coordination and Development (DG EPSA) has been designated as the competent authority for the maintenance of the Register of Social Enterprises.

In the context of this responsibility, DG EPSA studies the issues related to Social Entrepreneurship, in order to prepare the relevant Regulations and guidelines and to record the procedures to be followed regarding the creation and maintenance of the Register. The aim is, after the adoption of the relevant legislation, the companies that wish to request their inclusion in the Register of Social Enterprises, to be informed about the procedure they have to follow, the supporting documents that they have to submit and the procedure and schedules that will be followed for examination of an application and registration of the company in the Register.

Although the relevant law was passed, the government has done little with the measures it promised to give in order to encourage social entrepreneurship. A social enterprise today has no advantage over other enterprises; on the contrary, one may say that it has a disadvantage.

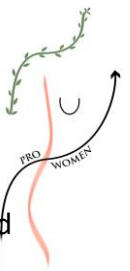
The detailed definition of the social entrepreneurship law in Cyprus can be found [here](#).

To learn more about social entrepreneurship in Cyprus, click [here](#).

Support services in Cyprus:

1. **Cyprus Sustainable Tourism Development** (<https://csti-cyprus.org/>)

The Cyprus Sustainable Tourism Initiative (CSTI) is an independent organization. It was established in 2006, following a 2-year long project of the Travel Foundation that created a partnership of UK leading tour operators, environmental Cypriot NGOs, the Cyprus Tourism Organization – CTO (Deputy Ministry of Tourism as of JAN19), Cyprus Agents and small village producers, their communities and associations. Cyprus Sustainable Tourism Initiative (CSTI) aims to harness tourism demand (tour operators, agents) with the supply of tourism resources (small producers and their communities) so as to develop a sustainable approach to tourism in Cyprus. Offering a memorable experience for the tourist, this approach also provides a clear economic



benefit to villages marginalized by mass tourism, while minimizing adverse socio-economic and environmental impact.

2. Deputy Ministry of Tourism (<http://www.tourism.gov.cy/>)

The Deputy Ministry of Tourism constitutes a transformation of the Cyprus Tourism Organisation (CTO) and was established and operates in accordance with the provisions of the Law providing for the Establishing of a Deputy Ministry of Tourism, the Appointment of a Deputy Minister of Tourism to the President and for relevant matters of 2018. The Deputy Ministry of Tourism is headed by the Deputy Minister of Tourism and consists of the Director General's Office and four Departments: Administration, Marketing and Communication, Quality Assurance, Strategy and Product Development.

3. Larnaca Rural Women 's Association (www.warl.eu/page.php?id=190&lng=)

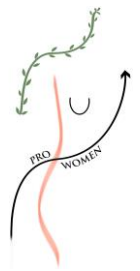
The association is a Non-Governmental Organization (NGO) founded in October 2004 by a small group of 22 women and today lists over 400 women members from 19 Communities of Mountainous and Semi-mountainous Larnaca. The Association is based in Agios Theodoros, Larnaca, in a picturesque restored building. A training room, an event hall was created in the area and occasionally there is an exhibition hall for the sale of Local Traditional Products. The Association has excellent cooperation with various organizations, such as the communities of the region, the Larnaca Tourism Development and Promotion Company, which in recent years is a regular supporter of the Festival of Traditional Culture, the CTO, the Department of Agriculture, etc. The association is greatly supported by the Development Company of Larnaca-Famagusta District in which the Association is also a shareholder.

4. Chrysalis Leap Accelerator Programme (<https://chrysalisleap.com/>)

Chrysalis Leap helps start-ups bridge the gap between idea and business. The organisation is a partner of EIT Climate-KIC, one of the three EIT Climate-KIC Cyprus Hub partners and the official organiser of EIT ClimateLaunchpad for Cyprus. Wearing all these hats, Chrysalis Leap undertakes various initiatives to promote cleantech entrepreneurship and innovation.

5. CyprusInno (<https://cyprusinno.com/>)

CyprusInno is a bi-zonal, inter-communal entrepreneurial network in Cyprus. As a digital platform, it offers Cypriot entrepreneurs and problem-solvers island-wide, the chance to connect with like-minded innovators, network, and even post to the site. CyprusInno empowers entrepreneurs, giving them greater access to co-founders, employees, advisors, and investors. They regularly organise trainings, workshops, business mixers, and mentorship programmes.



Germany

It might come as a surprise to many who link Germany with Rhine Capitalism, Social Market economy and more widely with social innovation that this country, in contrast to other European countries, has no official state definition of “social entrepreneurship”. Despite government statements that social entrepreneurship plays an important role in the solution of current social/societal challenges, there is no legal nor political framework tailored to social entrepreneurship.¹⁸ Additionally, there exists a widespread dilemma for social enterprises in Germany when it comes to state-granted funds: For business development grants they are often considered ‘too social’ and for social grants they are considered too entrepreneurial and commercial.¹⁹

This is where the legal structure needs some focus. In Germany, social enterprises do not have their own unique “social entrepreneurship” legal form, but can have all kinds of legal forms. Partially, this depends on the main source of income and the weight of profits vis-à-vis the weight of social impacts. If you have no profit-orientation and only a social mission, the non-profit options are:

- eingetragener Verein (e.V.; association), if you have at least seven members and no initial capital
- gemeinnützige Genossenschaft (cooperative), if you have no initial capital and want a high involvement of stakeholders
- gGmbH, gUG and gAG if you are alone (or as a team) and have capital at your disposal

If you have a for-profit orientation with a social mission:

- GmbH, UG, AG: as a team or alone and with initial capital

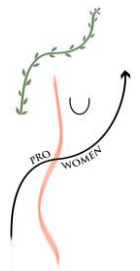
Advantages of a non-profit legal form are tax exemptions or reductions, a clear recognition of the social purpose of your enterprise and reputation as “the good ones”, access to certain grants and the possibilities to collect donations and fundraise. Disadvantages are that you need to prove your non-profit status every three years, elaborate documentation vis-à-vis tax authorities, generally more bureaucracy, a laborious application, unattractiveness for investors, capital-loss of the founders, entrepreneurial restrictions and a lack of an entrepreneurial external perception.²⁰

¹⁸ https://www.send-ev.de/wp-content/uploads/2021/03/definition_socialentrepreneurship.pdf

¹⁹ https://www.deutschlandfunk.de/soziales-unternehmertum-wie-soziale-startups-die.680.de.html?dram:article_id=464460

²⁰ <https://www.fuer-gruender.de/wissen/geschaeftsidee-finden/how-to-startup/social-entrepreneurship/>
and

https://www.bmwi.de/Redaktion/DE/Publikationen/Mittelstand/praxisleitfaden-soziales-unternehmertum.pdf?__blob=publicationFile&v=23 p. 33



Very informative resources:

BMWi (2018): Praxisleitfaden Soziales Unternehmertum

https://www.bmwi.de/Redaktion/DE/Publikationen/Mittelstand/praxisleitfaden-soziales-unternehmertum.pdf?__blob=publicationFile&v=23

Social Entrepreneurship Akademie:

This organisation offers support in the foundation and realisation of social enterprises. It offers counselling and online educational material. Furthermore, it provides a network for future and current social entrepreneurs.

<https://seakademie.org/>

Social Entrepreneurship Netzwerk Deutschland:

This is an advocacy group for social entrepreneurship in Germany. Their website provides educational and informative resources for people interested in becoming social entrepreneurs.

<https://www.send-ev.de/social-entrepreneurship/>

Further information on social entrepreneurship in Germany:

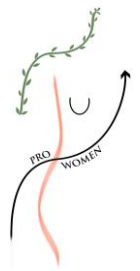
<https://www.ashoka.org/de>

https://www.deutschlandfunk.de/soziales-unternehmertum-wie-soziale-startups-die.680.de.html?dram:article_id=464460

https://www.deutschlandfunk.de/dlf-audio-archiv.2386.de.html?drau%5Bsubmit%5D=1&drau%5Bsearchterm%5D=social+entrepreneurshi p&drau%5Bfrom%5D=&drau%5Bto%5D=&drau%5Bbroadcast_id%5D=

<https://www.kfw.de/PDF/Download-Center/Konzernthemen/Research/PDF-Dokumente-Studien-und-Materialien/Social-Entrepreneurship-in-Deutschland-LF.pdf>

<https://www.fuer-gruender.de/wissen/geschaeftsidee-finden/how-to-startup/social-entrepreneurship/>



Support services in Germany:

1. **BMWi – Federal Ministry for Economic Affairs and Energy:** Funding database: federal, state and EU level. Funding programs and grants. (Förderdatenbank: Bund, Länder und EU. Förderprogramme und Finanzhilfen.)

This is a large database where you can browse all available funding programs and grants from state, federal and EU sources. Furthermore, there is a list of funding organisations. In the search form you can refine the thematic field (e.g. gender equality, sustainability or tourism) and the geographical location (many grants are on the state-level).

<https://www.foerderdatenbank.de/FDB/DE/Foerderprogramme/foerderprogramme.html>

2. Forum anders Reisen

This forum is an umbrella organisation where more than (mostly German but exclusively) 100 tour operators have joined forces to promote ecologically and socially sustainable tourism. The forum offers political representation of its members and a certification scheme. It acts as a networking platform to exchange experience and information. Furthermore, members have access to insurances at reduced rates, get regular legal updates, have access to some software tools and can benefit from a large customer base.

<https://forumandersreisen.de/startseite/aktuelles/>

3. kate - Umwelt & Entwicklung (kate - Environment & Development)

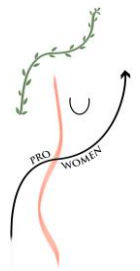
This non-profit organisation provides consulting services in the area of sustainable tourism, corporate social responsibility and sustainable development goals. Furthermore, it offers educational resources and conducts projects related to sustainability.

<https://www.kate-stuttgart.org/>

4. ZENAT: Zentrum für nachhaltigen Tourismus

ZENAT is a consortium of tourism experts at the University of Sustainable Development Eberswalde. They develop and perform projects funded by third-party funds. For practitioners they offer (online) further education, trainings and qualifications, such as seminars and workshops, in the field of sustainable tourism.

<https://www.zenat-tourismus.de/>



5. TourCert

This organisation offers certifications for sustainable tourism. Furthermore, it offers counselling (for a fee) and educational resources (some for free) to support the development and management of sustainable tourism concepts.

<https://www.tourcert.org/>

6. Tourism 2030 (DestiNet Services)

This is a portal for sustainable tourism worldwide and UN partner for sustainable development. This network offers a wide array of information regarding sustainable tourism, such as online-courses, overview over relevant organisations, networks, best practice examples and maps. It's perspective is global but it contains important information for the German-speaking audience. Unfortunately, the page is only available in English, although there are some German-language resources within it.

<https://destinet.eu/>

7. Ökologischer Tourismus in Europa e.V. (Ecological Tourism in Europe)

This association offers a forum for practitioners (including NGOs) of ecologically and socially sustainable tourism. They have been active in sustainable tourism in Germany and Europe for many years and team can be consulted for advice. Their website offers information and publications. Furthermore, they implement projects related to ecologically responsible tourism

<https://www.oete.de/index.php/de/>

8. Wissensportal Nachhaltige Reiseziele

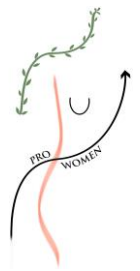
This is an initiative by several German tourist organisations, such as TourCert or kate, funded by the BMWi (Federal Ministry for Economic Affairs and Energy). It offers a network of exchange of information and wants to promote sustainable tourism in Germany. The website only offers some open resources, yet members have access to a "Think Tank" of sustainable tourism.

<https://www.wissensportal-nachhaltige-reiseziele.de/>

9. Naturfreunde Internationale: Nachhaltiger Tourismus (Naturefriends International: sustainable tourism)

Their website offers a section on sustainable tourism and publications. Among them a publication on women in tourism (https://www.nf-int.org/sites/default/files/infomaterial/downloads/2019-01/NFI_Dossier_Frauen_DE_NEU.pdf)

<https://www.nf-int.org/themen/nachhaltiger-tourismus>



10. WomenFairTravel

This tour operator does not provide any support services but can be considered as a good practice example of a female travel agency with an ecologically and socially sustainable profile. They offer everything from bike, hiking or water tourism to retreats of mindfulness, fasting and yoga. It is travelling by women for women across Germany, Europe and some other countries.

<https://www.womenfairtravel.com/>

11. GATE - Netzwerk, Tourismus, Kultur e.V.

The focus of this association is socially and ecologically responsible travel with an orientation towards ethnological perspectives in order to create a dialogue between travellers and locals. It organises events and offers information fostering the development of sustainable tourism.

<http://www.gate-tourismus.de/>

12. Studienkreis für Tourismus und Entwicklung e.V.

This association aims to foster a kind of tourism where human dignity, safety and justice are central while promoting dialogue and respect. Therefore, it elaborates concepts for sustainable tourism, researches and analyses developments in the field of tourism and offers its findings to a wider public. Its self-conception of an institution is one that works critically, scientific and practice-oriented. Its geographical focus lies on developing and emerging regions.

<https://studienkreis.org/>

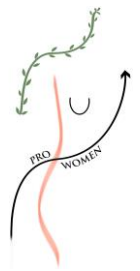
Organisations offerings support services regarding (social) entrepreneurship more generally:

13. Social Impact Labs.

Social Impact Labs offer start-up, networking and qualification programs providing workshops, coaching and coworking spaces. They support, qualify and link people who want to become social entrepreneurs covering such topics as climate change, inclusion or female empowerment. Support can also be offered financially by awarding grants to outstanding entrepreneurship schemes. They have offices in larger German cities and offer some of their services online.

<https://socialimpact.eu/>

Leipzig: <https://leipzig.socialimpactlab.eu/>



14. Existenzgründerhilfe (start-up support)

This is a support service for all those willing to become entrepreneurs. They offer seminars and advisory services regarding entrepreneurship and start-up, usually for a fee but people without employment can use their services for free. Their offices are spread all over Germany and they provide online counselling and seminars.

<https://www.existenzgruenderhilfe.de>

15. Start-Up of women in rural areas:

Support service offering a grant to women in rural areas in Saxony willing to start up a company.

https://www.lds.sachsen.de/foerderung/?ID=10911&art_param=334

16. BMWi – Federal Ministry for Economic Affairs and Energy:

The business start-up portal of the Federal Ministry for Economic Affairs and Energy provides information on entrepreneurship and the formation of an enterprise regarding the legal status, business plans, business management and law and contracts.

<https://www.existenzgruender.de/DE/Home/inhalt.html;jsessionid=C20FD1054FA96BDAA6F76455B00E8BBB>

17. Development Bank of Saxony (SAB):

This state development institution allocates grants, loans and microcredits to start-ups. Furthermore, the bank finances the growth of SMEs.

<https://www.fuer-gruender.de/kapital/foerdermittel/foerderbank-im-profil/sab-foerderung/>

18. Handbook of the Chamber of Industry and Commerce Dresden:

This handbook outlines grants, loans and other support programs regarding start-ups and SMEs.

https://www.dresden.ihk.de/servlet/publikation?publ_id=1051

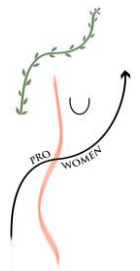
Further services:

Further services can be found here:

<https://www.send-ev.de/social-entrepreneurship/fuer-gruenderinnen/>

Wirtschaftsförderung Sachsen:

<https://standort-sachsen.de/de/gruender/finanzierung/gruender-und-investitionszuschuesse>



SMILE: Start-up initiative of Leipzig University. Leipzig.

<https://www.smile.uni-leipzig.de/>

Other documents that do not offer „Services“ but are interesting nonetheless:

https://www.umweltbundesamt.de/sites/default/files/medien/376/publikationen/anpassung_an_den_klimawandel_die_zukunft_im_tourismus_gestalten_barrierefrei_v2.pdf

<https://www.bte-tourismus.de/wp-content/uploads/2019/01/LF-Nachhaltigkeit-Deutschlandtourismus.pdf>

France

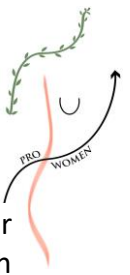
A social enterprise's priority is not to make a profit, unlike a traditional enterprise. Its primary aim is to carry out projects with a high social utility, so it may implement projects that are not very profitable from an economic point of view, but which are very beneficial to society or the environment, for example.

The projects implemented by social enterprises touch on themes such as professional integration, aid for the disabled, sustainable development, organic farming, the circular economy or even aid for mobility. In this sense, social enterprises are part of the Social and Solidarity Economy (SSE), which today represents 10% of salaried employment and counts about 220,000 organisations in France. Social enterprises represent $\frac{1}{4}$ of these organisations, the remaining $\frac{3}{4}$ being composed of all associations and cooperatives.

The different statuses of a social enterprise

From a legal point of view, the State is gradually working towards a recognition of this type of enterprise. The SSE law of 2014 gives a first French definition of the Social and Solidarity Economy by creating two new statutes to facilitate the recognition of social enterprises:

- The "Social and Solidarity Economy Enterprise" status: it brings together all "classic" social enterprises such as associations or mutual societies as well as "commercial" enterprises that meet certain criteria: having as their main objective the pursuit of a social utility, implementing democratic governance and limiting surpluses.
- ESUS approval (Entreprise Solidaire d'Utilité Sociale): The State also sets three criteria for the granting of this "label": the search for social utility, a fair wage policy and the investment of at least 66% of operating costs in socially useful activities.



Finally, the PACTE law currently being discussed in Parliament provides for a new legal status for companies that meet social and environmental objectives. This is the "Mission Company" which requires compliance with 4 main criteria:

1. Define in its statutes a "reason to be" as well as social and environmental objectives
2. Put in place precise mechanisms to verify the execution of these objectives
3. Publish an annual report each year
4. Have the implementation of its social or environmental objectives verified by an independent body

This multiplication of legal statuses can be confusing for social entrepreneurs, but they reflect the State's growing commitment to the development of the Social Solidarity Economy.

Moreover, having a status regulated by the State gives advantages from a financial point of view: the enterprise can obtain funds from the State (in the framework of its investments) or from private financiers who find tax advantages.

Support services in France:

1. Lesper

A portal of an association gathering resources on the social and solidarity economy at school. There is also an "events" section related to the theme.

<https://lesper.fr/>

2. Le Labo de l'ESS

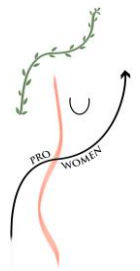
The SSE Lab is a general interest association that relies on a wide range of actors to build and disseminate innovative work on the social and solidarity economy.

<https://www.lelabo-ess.org/>

3. AVISE Portal for the development of the social and solidarity economy

Avise's mission is to develop the social and solidarity economy (SSE) and social innovation in France, by supporting project leaders and helping to structure an ecosystem favourable to their development. In addition to its activities as an engineering agency for the development of the Social Solidarity Economy (SSE), Avise has been an intermediary body for the European Social Fund (ESF) at national level since 2004. This mission consists in financially supporting, through calls for projects, initiatives aiming at the creation, maintenance and development of jobs in the SSE.

<https://www.avise.org/>



4. ADDES

ADDES, an association created in 1980 on the initiative of Crédit Coopératif, brings together academics, statisticians and SSE actors to produce scientific data on the social and solidarity economy

<http://www.addes.asso.fr>

5. National Council of Regional Chambers of the Social Solidarity Economy

The network of Regional Chambers of the SSE (CRESS) ensures the promotion and development of the SSE at the local level

<http://www.cncres.org>

6. ENSEMBLE

EnSsemble.org is an association that runs an operational platform providing citizens, entrepreneurs and local authorities with concrete and local answers to become an actor of change

<http://www.ensemble.org>

7. La Fonda

Laboratory of ideas for the associative world, an associative factory that promotes the use of the associative sector in various dimensions

<http://www.fonda.asso.fr>

8. The Labo

The SSE Lab is a laboratory of ideas and concrete solutions for the development of the social and solidarity economy (SSE)

<http://www.lelabo-ess.org>

9. Recherches & Solidarités

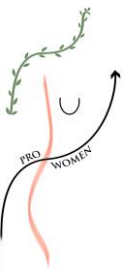
Network of experts, serving all forms of solidarity

<http://www.recherches-solidarites.org>

10. Socioeco

Resource site that gathers documents, case studies, analyses, interviews, experiences or proposals

<http://www.socioeco.org>



11. General Confederation of SCOPS

Supports the creation, takeover, transfer and transformation of companies or associations in the form of Scops or Scic.

<https://www.les-scop.coop/>

12. Office Central de la Coopération à l'école

National organisation which federates the life and educational action of most school cooperatives in primary schools and a large number of cooperative centres in secondary schools

<http://www.occe.coop>

13. RTES

The Network of Local Authorities for a Solidarity Economy (RTES) brings together local authorities that are committed to a charter for the development of the social and solidarity economy

<http://rtes.fr>

14. UDES

Regroups about twenty associations and employers' unions from the associative, mutualist and cooperative sectors and 14 professional branches and sectors

<http://www.udes.fr>

15. UFISC

The Union Fédérale d'Intervention des Structures Culturelles represents more than 2,000 non-profit professional organisations in the artistic and cultural sector

<http://ufisc.org>

16. UNAT

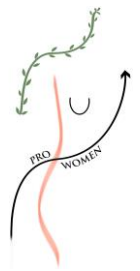
Tête de réseau du Tourisme Social et Solidaire represents the main non-profit tourism actors committed to the promotion of holidays for as many people as possible.

<http://www.unat.asso.fr>

17. France Nature et Environnement

French Federation of associations for the protection of nature and the environment.

<http://www.fne.asso.fr>



18. The French Chamber of the Social and Solidarity Economy

Represents the actors of the SSE sector to the French and European public authorities.

<http://www.ess-france.org>

19. The Solidarity Economy Movement (MES)

The Solidarity Economy Movement (MES) was created in 2002 on the foundations of the Solidarity Economy Inter-network with the aim of creating a vast movement of solidarity economy initiatives.

<http://www.le-mes.org>

20. Coop FR

National grouping representing 23,000 French cooperative enterprises, present in most sectors of activity

<http://www.entreprises.coop>

21. Coopérer pour Entreprendre

Professional organisation that federates cooperatives of activity and employment (CAE)

<http://www.cooperer.coop>

22. Coorace

National federation of the social and solidarity economy which represents enterprises, coming from the integration through economic activity (IAE)

<http://www.coorace.org>

23. Federation of Integration Enterprises

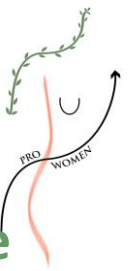
The integration enterprise is a TPE/PME, subject to the same fiscal, legal and economic rules as any other enterprise

<http://www.lesentreprisesdinsertion.org>

24. Movement of Social Entrepreneurs

The Mouves federates and represents the managers of social enterprises, entrepreneurs who have chosen to place economic efficiency at the service of the general interest

<http://www.mouves.org>



Tools for supporting the work with vulnerable women

This section focuses on practical tools for supporting women's access into the labour market. The first part of this section provides a brief survey address to women in a vulnerable position that allows them to present themselves as well as their skills and needs. The results of this survey will set the path for a more tailor-made approach to intervention paths and aim to be used by educators/trainers to design this individual path.

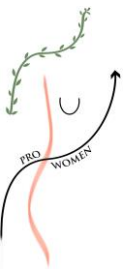
For Educators/Trainers

Survey for women participants

Participant information

Name	
E-mail	
Phone number	
Skype address	
Other	

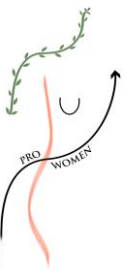
Please present yourself briefly – educational / professional background, interests etc.



What would you like to achieve by the end of this programme?

What are your expectations from the programme? (e.g. to find a job, to increase my knowledge about a specific topic etc.)

What would you say are your strong attributes in terms of personal skills?



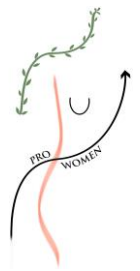
Which personal skills would you like to develop more?

Are there any challenges that may impede you in working and/or being involved in trainings?
(e.g. family obligations, taking care of loved ones etc.)

GDPR agreement: Your information is confidential. By submitting this survey, you consent to [trainer's organisation name] to use your email address and personal information only for purposes within this project, in accordance with the GDPR regulations of the European Union.

Participant's signature

Trainer's signature



For Women in a vulnerable position

To facilitate women's access into the labour market, we provide below certain tools and resources. The first part concerns tips and support for successful job interviews, the second part focuses on CV & cover letter development and in the third part, we provide specific resources for job search in each of the partner countries.

CV & Cover Letter development

When applying for a job, almost always the potential employer requests a personal Curriculum Vitae and a Cover Letter to accompany the job application. The key things to remember in general is that the CV should not be more than two pages, because otherwise the employer will not take the time to read the whole document, and the cover letter should be 1 page only, for the exact same reason.

CV Development

A CV is your personal identity card and it's the first thing a potential employer will look at to get a glimpse about you as a person and as a potential employee in their company.

There is no need to create your CV from scratch. Thankfully, there are many tools online that provide a template and all you have to do is input your information. Such a tool is Europass.

The [Europass CV](#) is one of the best-known CV formats in Europe. It is easy-to-use and familiar to employers and education institutions.

You will first have to [create your Europass profile](#) with information on your education, training, work experience and skills. After you complete your Europass profile, you can create as many CVs as you want with just a few clicks. Just select which information you want to include, pick your favourite design and Europass will do the rest. You can create, store and share CVs in 29 languages. You can download your Europass CV, store it in your Europass Library share it with employers, with EURES or other job boards.

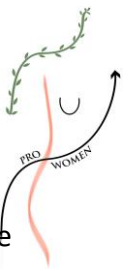
When you create a profile and you are ready to start completing the online Europass CV, have the following in mind:






Present yourself and your experience in a clear and concise way. Avoid using too many sentences and paragraphs! Pay close attention to the details published in the vacancy notice.



Tailor your CV. Make sure you update the 'About Me' section to highlight why you are the best person for the job. Do not include a full detailed history. Focus on facts and main points that match the job you have in mind.



-  **Make your CV easy to read.** Make sure your CV is easy to read. Use clear and simple language. Use strong verbs (e.g. 'managed', 'developed', 'increased').
-  **Use reverse chronological order.** Always list the most recent experience on the top followed by previous ones. In case of long gaps in working or learning, include an explanation.
-  **Polish and fine-tune.** Check for spelling and grammar mistakes, provide a professional e-mail address, and add a professional photograph of yourself.

Begin creating your Europass CV [here!](#)

Cover letter development

Usually, employers ask a cover letter to accompany the CV, giving the opportunity to applicants to present themselves in a different way other than the CV. A cover letter, no more than one page, is your opportunity to really make your mark and show to future employers why you are the right person for the job.

Before you start writing

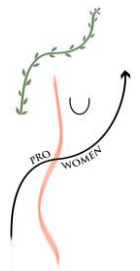
You want to make a good impression and to show to the employers that you took the time to research the job position and the organization beforehand. Therefore, devote some time to write down some key information about the position that will feed into your cover letter. You will use this information and link it to your own experience and commitment to the position.

First paragraph

In the first paragraph, make sure you introduce yourself, mentioning: the position you are applying for; why you are interested in the position; how you heard about the position. The first paragraph is also a good place to demonstrate knowledge about the organization that you learned from your research or may have from personal experience as a customer.

Second paragraph

The second paragraph will be used to describe your skills, experience and qualifications. However, be careful: you do not want to make it look like a shopping list, so make sure that the text is flowing natural and not in the form of a list. At this point, make sure you highlight the skills and qualifications that are listed in the job description and demonstrate how your experience matches the skills required for the job. Do not be afraid to use real examples of accomplishments and mention specific courses and training. Clearly describe how the company would benefit from hiring you.













Third and closing paragraph

Use this last paragraph as the conclusive section of your cover letter. Mention your appreciation for the reader's time and attention and your willingness to meet the employer to discuss the job, as well as the best way to contact you. Add a sentence showcasing your strong commitment to the job should you be chosen and maybe include an inspirational quote that resonates with your values and beliefs. Close the cover letter with "Kind regards" and your name.

Interview support



You managed to search for a job opportunity, apply and be shortlisted for an interview – this is great, congratulations! The last step is making an impression and doing well during the interview. Below there are some key tips on ensuring a successful interview.

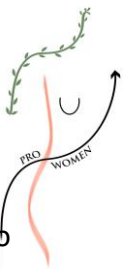
Do's




-  Be prepared and learn about the organisation and even its directors before going to interview.
-  Turn your phone on silent before the interview.
-  Ask concrete questions about the position for which you are applying to clarify exactly what the job entails.
-  Listen carefully to the interviewer and answer questions directly, honestly, and concisely.
-  Limit the information you provide to the interviewer to facts related to the position for which you are applying.
-  Find out about the working environment.
-  Clearly describe your skills, competences, and abilities related to the position that you are applying for.
-  Thank the interviewer for their time at the end of the interview.
-  Prepare a list of achievements. List two or three of your achievements, which are related to the tasks of a particular vacancy.
-  Think about what information you can share and what you cannot share before the interview, and mark these boundaries during the interview.

Don'ts

Avoid...

-  Answering your phone during the interview.
-  Asking the interviewer a lot of questions that are not directly relevant to the job position.



-  Asking about the salary first. You can ask it towards the end of the interview so as to demonstrate that it is not your priority concern (even if it is).
-  Sharing personal information about yourself. If you are asked a personal question, ask how the question relates to the job position and if it does not, politely decline to answer.
-  Speaking in a low voice and with inconsistencies. Instead, make sure your voice is sturdy but not loud and you communicate clearly your sentences.

Resources & support organisations for women's employment

Italy

EURES - Servizi Europei per l'Impiego - Help desk

Launched in 1994, EURES is a European cooperation network of employment services, designed to facilitate the free movement of workers. The network has always worked hard to ensure that European citizens can benefit from the same opportunities, despite language barriers, cultural differences, bureaucratic challenges, diverse employment laws and a lack of recognition of educational certificates across Europe.

EURES helps jobseekers to find jobs and employers to recruit from all over Europe

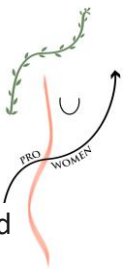
The European Union's principle of free movement of workers is considered one of the most important rights of EU citizens. It means that you can move to any EU Member State, as well as Iceland, Liechtenstein, Norway and Switzerland to look for and take up a job.

Yet, it may sometimes seem like a daunting and difficult task to make use of this right. The purpose of EURES is precisely to help and support jobseekers and employers with that.

This involves the provision of a broad range of services, available on the EURES portal or through the vast human network of more than a thousand advisers working in the EURES Member and Partner organisations.

EURES services to jobseekers and employers include:

- Matching of job vacancies and CVs on the EURES portal
- Information and guidance and other support services for workers and employers
- Access to information on living and working conditions in the EU member states, such as taxation, pensions, health insurance and social security
- Specific support services for frontier workers and employers in cross-border regions
- Support to specific groups in the context of the EURES Targeted Mobility Schemes
- Support to dynamic recruitment events through the European (Online) Job Days platform



- Information on and access to post-recruitment assistance, such as language training and support with integration in the destination country

Website: <http://ec.europa.eu/eures/>

Tel: green number 00800.4080.4080 (Monday-Friday / 8.30 - 18.00)

ANPAL – National Agency for Active Labour Policies & ANPAL Services

ANPAL promotes people's right to work, training and professional development, coordinates the national network of employment services, is responsible for the labour market information system.

ANPAL Services s.p.a. operates under the control of the ANPAL, which determines its guidelines and objectives for the promotion of employment in Italy and abroad.

The company supports ANPAL

- in the implementation of active labour policies in favour of jobseekers;
- in the strengthening of employment services in favour of particularly disadvantaged groups
- in the outplacement of the unemployed.

ANPAL Services operates through a central structure based in Rome and a network of Territorial Units in all Italian regions.

Employment Services

The employment services are a network of public and private entities distributed throughout the regional territory: the Employment Centres, which depend on the Regions and operate at provincial level; the Employment Agencies, private entities authorised at national level by the Ministry of Labour and Social Policies and accredited at local level by the Region.

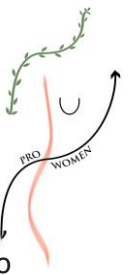
In order to standardise service standards, new entities have been authorised at national and regional level to participate in the employment services network: public and private universities, university foundations, municipalities, chambers of commerce, industry and handicrafts, bilateral bodies, secondary schools.

Lazio Region / Rome

Employment Centres

The Centres manage the labour market at local level. They provide users, employers and enterprises with a range of services relating to

- information on the services available for access to employment, including self-employment or associated forms, the characteristics and opportunities of the local labour market and the vocational training system;



- information on contract types and the relative economic and regulatory incentives available, active policies and measures for entering or re-entering the labour market, incentives to support self-employment and entrepreneurship, and the network of services and structures accredited as labour market operators;
- matching labour supply and demand and all those actions aimed at preventing and combating long-term unemployment through guidance services, job accompaniment, also through support for job placement and outplacement;
- promotion of personalised job placement measures for disadvantaged or disabled people in order to promote their social integration and reintegration;
- mobility of people guaranteed with adequate services accompanying them towards work and training experiences also abroad.

The Centres provide personal guidance, help in looking for a job or an apprenticeship, advice and tutoring for business start-ups to the unemployed, to workers benefiting from income support instruments and to those at risk of unemployment.

To find the Centres

https://www.regione.lazio.it/rl_lavoro/?vw=contenutidetail&id=2

<http://www.informagiovanioroma.it/lavoro-e-impresa/indirizzi-utili/servizi-per-la-ricerca-di-lavoro>

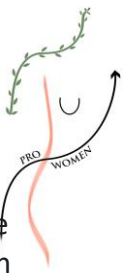
Porta Futuro Lazio (PFL)

PORTA FUTURO LAZIO is the Lazio Region's public and free project / service, implemented in collaboration with the Universities, which offers everyone the opportunity to grow professionally, through guidance and training services, in order to better position themselves on the labour market. At present, there are 9 open offices, spread throughout the region, which allow all citizens and companies to more easily use the innovative and completely free services for increasing employability.

Lazio Region has activated the PFL project in order to make empowerment services available to companies and citizens to all people in the regional territory, thus progressively realising locations offering guidance, training and matching services between the available professional opportunities and the citizens possessing the skills required by companies

The Staff welcomes people who are visiting PFL offices for the first time, illustrating all the services available, carrying out an initial needs analysis and surveying motivation and professional objectives. Citizens are then accompanied to the personalised use of the services, training or guidance, also through the issuing of credentials for the use of the Porta Futuro Lazio software through which it is possible to create one's own CV and send it, accompanied by a presentation text, to the companies that are looking for personnel in the database.

PFL offers companies a guided creation of their own virtual profile for the insertion of job or training opportunities and for the identification of the professional skills that best meet the company's needs.



PFL model operating in the Lazio Region was identified as a national good practice by the Department of Public Administration which called for the export of the service to the southern regions of Italy.

Website: <https://portafuturo lazio.it/>

Centri di Orientamento al Lavoro (COL) – Job Guidance Centres

The Job Guidance Centres are thirteen branches operating in the territory of Rome which provide, within the integrated network of Employment Services, a first and second level job guidance service to individual citizens, accompanying them in the definition of a training and professional path. Two of the thirteen Info Centres are "thematic": the C.O.L. Tirocini (Internship Centre) dedicated to the activation of internships with public bodies and companies, and the C.O.L. Carceri (Prison Service Centre), dedicated to the occupational reintegration of prisoners and ex-prisoners.

The C.O.L. offer a free information and guidance service on the public and private labour market, as follows:

- free consultation by users of the specialised press, job offers, training and specialisation courses;
- support and collaboration in drawing up a curriculum vitae;
- targeted orientation interviews for the creation of a personalised professional project;
- thematic seminars and training on job search techniques;
- support for business creation in defining the entrepreneurial idea, in market analysis, and in identifying facilities and funding for those who choose to "set up on their own".

Target Groups

Unemployed people, students coming out of compulsory education and training, long-term unemployed people and adults who want to be guided in the choice of a professional and/or training pathway aimed at entering the world of work

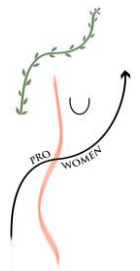
For information on the centres:

<https://www.comune.roma.it/web/it/scheda-servizi.page?contentId=INF39031&pagina=2>

OK Impresa / OK Firm

Activities:

- Business Plan
- Start up
- Innovation & Marketing
- Development Plans
- Non-repayable funding
- Facilitated financing



- Women's enterprises
- Association Third Section
- Learning Courses

Ok Impresa provides support for the fund "WOMEN AND YOUNG PEOPLE AT ZERO RATE".

It is a fund with the aim of supporting, throughout Italy, the creation of micro and small enterprises mainly composed of young people between 18 and 35 years old or women of all ages.

Who is eligible?

Businesses set up in corporate form no more than 12 months ago, including cooperatives, whose membership consists of more than half of the members and their respective shares, of young people aged between 18 and 35 and/or **women** regardless of age.

Or natural persons, provided that they set up the company within 45 days of being admitted to the facilities.

What it is for?

The incentives are valid **all over Italy** without expiry date and finance business projects with expenses up to 1.5 million euros.

Website: <https://www.okimpresa.it/index.php>

Address: Via Ostiense, 92 – Roma

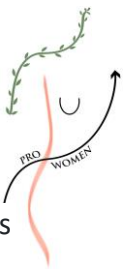
Tel.: +393384461067

E-mail: info@okimpresa.it

Ass. Differenza Donna Onlus (Woman Difference Association)

Differenza Donna was founded in Rome on 6th March 1989 with the goal of exposing, combating, preventing and overcoming gender-based violence. Since the beginning, the Association has held the view that discrimination, marginalization and oppression of women are a widespread, complex and serious social phenomenon that can be effectively fought through specific competences only. Over the years, Differenza Donna's projects have been praised, supported and funded at both national and international levels. Several bodies and institutions have recognized the Association's professionalism and expertise.

Differenza Donna is a founding member of the National Association D.I.Re. – Donne in Rete contro la violenza, the national network of anti-violence centers and women's houses, of which it was a member until 2019. Since 2015 it is part of PICUM – the Platform for International Cooperation on Undocumented Migrants as an expert NGO. In the same year, it was admitted to the Association of Italian International Cooperation and Solidarity Organizations – AOI. In 2016 Differenza Donna obtained consultative status at ECOSOC – United Nations Economic and Social



Council. In 2019 it joined CILD, the Italian Freedom and Civil Rights Coalition. Since 2020, it has been a member of European network WAVE – Women Against Violence Europe.

The Association, being aware of the economic discrimination of women in general in the country and of the problem of economic violence that they suffer inside and outside the family, devotes attention and space to the necessary support for work orientation and empowerment specific to women with the purpose of building personal and collective paths out of the condition of disadvantage in which they find themselves.

By welcoming and listening to the women who turn to the Anti-Violence Centres, and to the guests of the Refugee Houses, the Association is able to verify the difficult socio-occupational-economic conditions they live in.

It is precisely in consideration of what has just been said that Differenza Donna, in recent years, has activated a series of projects/activities aimed at the empowerment of women, also through orientation/balancing of skills, active research and accompaniment to work, in order to offer the opportunity to improve the ways in which women survivors of violence can enter the labour market.

Website: <https://www.differenzadonna.org/>

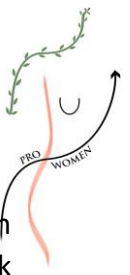
E-mail: d.donna@differenzadonna.it

Address: Via Tacito, 90, Roma | Tel.: +39 06 678 0537

Casa Internazionale delle Donne (International House of Women)

The House is an autonomous body responsible for enhancing women's policy, offering services and counselling. An open structure that looks at the territory and the world; a laboratory where gender policy is combined; a city, national and international centre for welcoming, meeting, promoting rights, culture, policies, "knowledge" and experiences produced by and for women.

LAL - Lavoro, Autonomia, Libertà. Donne (Work, Autonomy, Freedom. Women), which received a contribution from the Lazio Region, is a permanent laboratory project aimed at increasing the capacity of the House to produce cultural elaboration, research initiatives, comparison, public debate, construction of proposals and provision of services on the theme of work and the relationship between this and the formation of female identity, women's freedom, their full possibility of building their own lives. With LAL we want to make available a sociological process of women's social participation to help support active labour policy processes for the achievement of equal opportunities.



In recent years, work has changed profoundly. The deregulation of contractual forms, the growth of precariousness, changes brought about by the technological revolution and the arrival of work on digital platforms have had a major impact on women's lives.

However, these transformations are still little investigated, and the full implications of the processes underway are still unclear. In particular, there are still few studies investigating the specific condition of women in the contemporary world of work.

Analysing the consequences of this new situation on women's lives, on their freedom, on their procreative choices, on their autonomy and possibility to resist or escape abuse, making women workers protagonists in the reflection, in the denunciation and in the proposal on these issues, involving women in a path of individual redemption, associations, public opinion around this theme is the intent of the International House of Women, starting in 2020, through the establishment of the Permanent Laboratory on the theme of work. A constant observation and discussion on the theme of work, not only as autonomy and gender freedom but also as a reading of our time, trying to understand how the women's labour market is changing after 30 years of labour deregulation, globalisation and more than ten years of crisis.

Website: <https://www.casainternazionaledelledonne.org/attivita/lal-d-lavoro-autonomia-liberta-donne/>

CORA Roma onlus Association

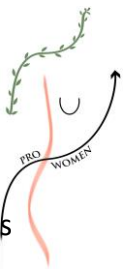
The Cora Roma Onlus Association has been working, since its establishment in 1988, in the field of guidance, training and equal opportunities in the school, educational, social and health fields and in active labour policies. It introduced and contributed to the diffusion in Italy of the RETRAVAILLER methodology (orientation methodology developed by Evelyne Sullerot and experimented in France since 1974), reworking it over time in the light of the analysis of the economic and social context and the richness of the intellectual production of the women's movement.

It is a founding member of the Cora Association (Retravailer Guidance Centers), which brings together in a national network 12 private centres in 11 Italian regions, whose orientation activities are inspired by the Retravailer methodology, supplemented over time by different methodological approaches of a psychosocial nature.

The Cora Roma Association has, among its aims, the guidance and training of adults, young people and in particular **women**.

Actions:

- support to individuals (women and men, unemployed, unemployable, employed, young people and adults) in transitions to identify, strengthen and enhance personal and professional resources
- motivation/re-motivation to work in reorganisation processes in the public and private sectors
- support for local systems and organisational networks in charge of active labour policies



- promotion of the presence of women in every sphere of society and combating stereotypes and discrimination that hinder it.

Website: <https://www.coraromaonlus.org/>

E-mail: coraromaonlus@gmail.com Address: c/o Casa Internazionale delle Donne, Via della Lungara, 19 - Via della Penitenza, 37 00165 Roma
Tel. e Fax +3906 6869031

Sicily Region / Gela

Sicily - Important news for female employment

A new desk dedicated to all women and a great opportunity for those interested in the artisan profession. The main purpose of this new desk, forerunner of a revolution that will soon affect all the employment centres on the island, is to provide all-female information on job opportunities in the regional, national and European territory. However, it is not only an information point supporting female entrepreneurship, but also a place where unemployed or unemployable women can access training for job placement.

See ANPAL Services Sicily

https://www.anpalservizi.it/web/as/notizie/-/asset_publisher/Z9OHUPdBwLTI/content/sicilia-importanti-novita-per-l-occupazione-femminile?inheritRedirect=false&redirect=https%3A%2F%2Fwww.anpalservizi.it%2Fhome%3Fp_p_id%3D101_INSTANCE_5bwH6U0YA18j%26p_p_lifecycle%3D0%26p_p_state%3Dnormal%26p_p_mode%3Dview%26p_p_col_id%3Dcolumn-2%26p_p_col_count%3D1

Employment Centre Gela

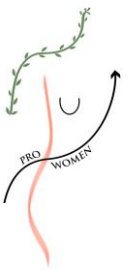
Services provided: reception, guidance and consultancy, services to businesses, matching supply and demand, placement, integration of disabled workers and protected categories, promotion of internships, EURES services, youth desk, services for non-EU citizens, study guidance, start-up.

Municipalities in charge: Butera, Gela, Mazzarino, Niscemi, Riesi

Website: <https://silavora.it/centro-per-limpiego-di-gela/>

Address: Via Marsala, 1

Tel: +390933 907600



Email: sc10c00@regione.sicilia.it

Monday – Friday / 9:00- 13:00

Platforms

Job in Tourism

Job advertisements for the tourism sector

<http://www.jobintourism.it/>

Lavoro Turismo

Site dedicated to the tourism sector with job offers and announcements

<http://www.lavoroturismo.it>

PARTNERS' SERVICES

Obiettivo Famiglia / Federcasalinghe

Obiettivo Famiglia is a non-profit, free and independent association and the main association representing, in Italy, people who carry out full-time or part-time family work or 'care work'.

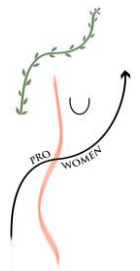
The Association was founded in 1982 by a group of women who set themselves a number of objectives, the most significant of which are the cultural, legal and economic recognition of family work; and the protection of people, mostly women, who devote themselves full-time to caring for their families (housewives) and those who, after working life, devote themselves to their families. Today, the Federation, with its national headquarters in Rome, has a widespread network of regional and provincial offices that guarantee the Association coverage of the national territory. Amongst other services, the website offers info on learning courses, employment, enterprises.

Website: <https://www.donne.it/associazione/>

Cooperativa Sociale San Saturnino onlus / La Casa Verde

Casa Verde is residential structure, started in January 2009 until now, and receives groups of mothers (Italian and foreign) with minors, resident in the Municipality of Rome and stateless persons, plus a share of 10% of residents in other municipalities in temporary discomfort or waiting for another accommodation with a reintegration project already initiated with the local social services or the Department of Social Policies, Subsidiarity and Health of Rome City Hall.

These women are offered a support service to parenthood, help in finding a job and accommodation in order to support a path pointing to the attainment of full autonomy.



The activities are related to different phases:

- reception and inclusion aimed to establish a first contact and to build a climate of confidence; it requires a careful assessment of the situation through a descriptive report;
- period of stay, the focus is on the identification of skills and resources that can facilitate the relationship with the operators, so to transform the team into an authoritative reference point. Particular importance is given to the cross observation and evaluation of all the activities; are also organized activities aimed at increasing the individual and group empowerment of the guests. Among the services offered are programmed individual interviews useful to the comparison on the projects aims, and is also provided a secretariat and orientation service;
- release and discharge the conclusion of the project is established with the family (nucleus) and together with the services requiring the intervention when the goals are reached and when woman and the child are ready for a greater autonomy.

Website: <http://www.coopsansaturnino.org/servizio/la-casa-verde/>

Spain

Servicio Público de Empleo (SEPE) Public Employment Service. Ministry of Labour and Social Economy

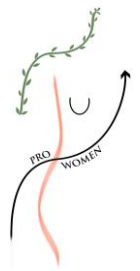
The State Public Employment Service (SEPE) is an autonomous organism attached to the Ministry of Labor and Social Economy. The SEPE, together with the Public Employment Services of the Autonomous Communities, form the National Employment System. This system has assumed the functions of the defunct National Employment Institute (INEM) since 2003. From this state structure, measures and actions for employment are promoted, designed and developed. The execution of these measures is decentralized, taking into account the different territorial realities.

The objective of the SEPE is to cover and satisfy the needs of the people who participate in Spanish working life. The improvements in the conditions of workers, entrepreneurs, young people and companies are one of its basic objectives.

In addition to connecting companies with unemployed workers, they offer job training and guidance. They also carry out research on employment and markets in order to analyze demand. They mediate between labor unions, companies and workers to achieve common goals and improvements.

Finally, this body is in charge of managing the National Social Security for employment.

Website: <https://www.sepe.es/HomeSepe/>



EURES

It is the European cooperation network of employment services designed to facilitate the free movement of workers within the European Economic Area (EEA) (the 27 members of the European Union, plus Norway, Liechtenstein and Iceland) and Switzerland. The network has always worked to guarantee equal opportunities for all European citizens, despite language barriers, cultural differences, bureaucratic difficulties, different employment laws and the lack of recognition of educational certificates in the different countries of Europe.

EURES targets both job-seekers interested in moving to another country to work or to study, and employers wishing to recruit from abroad. Besides, it does not only offer job vacancies but also traineeships and apprenticeships. Moreover, it is a free service.

The vacancies available in EURES cover a wide range of occupations and include permanent and seasonal opportunities.

This organization also gives advice about living and working conditions in the countries it involves, helping both the worker and the enterprise to achieve their goals in the best way possible.

Website: <https://ec.europa.eu/eures/public/es/homepage>

Red Araña

Red Araña is an association made up of 21 non-profit organizations distributed through Spain. Since 1987 it has been developing employment promotion services at local level with the aim of facilitating the socio-labor insertion of people who are actively seeking a job and groups with special difficulties, such as young people, migrants, women, drug addicts in the process of detoxification, people over 45 years, (ex) inmates and ethnic minorities.

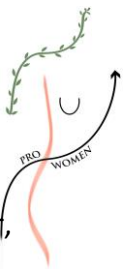
To achieve these goals, they offer a comprehensive and personalized employment service that includes information and job guidance, training for employment and self-employment, mediation in hiring and networking, as well as advice for entrepreneurship.

Website: <https://www.empleoenred.org/>

LinkedIn

LinkedIn is a social network oriented to business use, enterprises and employment. Each user has a profile which they can complete with their professional experience as well as their skills.

The web connects millions of companies and employees. It is an essential social platform for all professionals who are looking for a job. Moreover, it is different from other sites, LinkedIn allows



each professional to create a personal brand by the publication of content related to their sector, sharing relevant information and making contacts.

Besides, many companies post jobs offers and it also works as a search engine for looking for job vacancies in different employment platforms.

Website: <https://www.linkedin.com/home>

Jobandtalent

The Spanish Startup, which was born in 2012, are currently present in Spain, the United Kingdom, Germany, Sweden, France, Mexico, Colombia and Portugal.

Halfway between the web and the application, Jobandtalent is becoming in its few years of existence a fundamental tool when searching for a job. By having digitized the selection and hiring process, the platform presents advantages such as the possibility of signing the employment contract and managing salaries directly through the app and offers companies a specific platform to obtain all the information of their workers. Thus, it has regenerated the traditional processes of job search and selection of workers to create a digitized labor market, allowing the acceleration of the process.

Moreover, it allows not only the classical search for offers by sectors or location but also to import contacts from professional social media, such as LinkedIn, to be able to take advantage of the network of acquaintances in the process of finding a job.

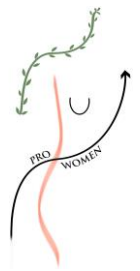
Website: <https://www.jobandtalent.com/es>

Infojobs

InfoJobs.net is a private online job board, specialized in the Spanish, Italian and Brazilian markets. The company, which was born in 1998 within Grupo Intercom, has been in the market for more than 20 years and continues to grow. During this time it has allowed the creation of more than 11 million contracts.

In Spain it is the most popular page when it comes to finding a job. Moreover, it offers specialized information on salaries, employment contracts, curriculum, training and any other discipline that may be useful to the professionals in their process of searching employment. Nowadays, the site is becoming more versatile and it is constantly evolving.

Website: <https://www.infojobs.net/>



Laboris

Laboris is a job portal. It is a socially responsible project in which job seekers and companies can make contact with freelancers or individuals. It is one of the most important and consolidated employment portals in Spain. It belongs to the “Segunda Mano” web portal. This platform does not require prior registration to consult each of the offers it publishes, as well as its description. Something that differentiates this website from others is that registered companies can publish their first two offers for free. In addition, they have a geolocation service that allows candidates to know the companies closest to their home.

This platform is in charge of disseminating the offers of companies that need to fill new positions. These companies can also find registered candidates directly through a search engine, without having to post an offer. The platform does not participate in any phase of the selection process but its objective is to offer maximum visibility of the offers through its channels, so that the candidates know the offers and the companies can have profiles related to their position. In addition, companies are in charge of offering the candidates information about the status of their candidacy.

Website: <https://laboris.gal/>

Monster

Monster.com is a global employment website owned and operated by Monster Worldwide, Inc. It was created in 1999 through the merger of The Monster Board and Online Career Center. Its value proposition is to be a meeting point between candidates and companies. It is very in tune with social platforms, and recruitment 2.0.

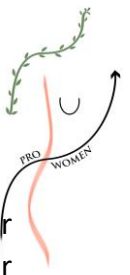
This job portal not only offers the job vacancies that best suit the candidate characteristics, but also shows tips based on the most searched jobs at Monster. In this way, it could facilitate searches and employment.

In addition, Monster offers added value by providing the user with a section of professional resources where they can find tips to prepare the resume and the cover letter, among others.

Website: <https://www.monster.es/>

Trabajamos.net

It is a social portal that allows professionals to connect directly with their potential clients, for the development of small tasks, services or defined short-term jobs. Its vision and mission is to encompass professionals and clients with the necessary technological tools to minimize the effort of locating and identifying talent.



They address two types of users: the professional (company, businesses, self-employed or individuals) who activates their profile with a series of categories of talent to offer; and the user or professional who has a need and publishes an advertisement requesting proposals from other professionals. Their main focus is to cover closed and short-term service needs, although secondarily they can also cover jobs that can be defined as long-term.

Website: <https://trabaamos.net/>

Infoempleo

Infoempleo is one of the reference job portals in Spain. The perfect meeting point between candidates and companies. It offers companies all kinds of services to facilitate the search and management of talent. In addition, it produces various reports and publications on the labor market and the educational field.

It belongs to the Educaedu Group and it has more than 30 years of experience in the field of employment and training. It currently has more than 6 million registered users.

In addition, it has its own training portal, “Avanza en tu Carrera”, which brings together the training offer of 37,000 centers and a complete selection of guidance and counseling resources available for candidates.

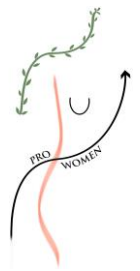
Website: <https://www.infoempleo.com/>

Adecco

It is one of the leading companies within the Temporary Employment Companies (ETT), private companies that hire workers to temporarily assign them to other companies. Its advantages include the possibility of joining the labor market and gaining experience, usually in part-time and short-term jobs.

In addition to offering job vacancies, Adecco assists candidates with orientation, development of their professional career, labor counseling and training. They also enhance employability and prepare workers for the job market. These goals are met through workshops and specialized training in their own virtual campus.

Website: <https://www.adecco.es/>



Turijobs

Turijobs is the leading employment portal for tourism and hospitality in Spain. It is the meeting point for professionals in the sector, offering not only job offers but also advice for training, online free courses on different topics (psychology, human resources, marketing, etc.), webinars about tourism, languages, hospitality skills, etc.

This platform operates internationally in Portugal, Italy, Mexico and Brazil with more than 1 million candidates. They work with consolidated tourism enterprises.

Website: <https://www.turijobs.com/>

Cyprus

She-Experts

The She Experts initiative came about as a result of the Mediterranean Institute of Gender Studies (MIGS) aiming to enhance the visibility and impact of women in their professional capacity, especially across business, politics and industry. MIGS wants to multiply women's voices on key issues in the national dialogue, combat sexism and bias in media coverage, and increase professional opportunities for women. In addition to helping women raise their profile within their professional fields, the She Experts Initiative aims to boost the number of inspirational role models for women and girls. This platform has been specifically developed to be the leading resource of expert women for organisations, employers, political parties, as well as the media in Cyprus.

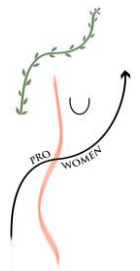
Website: <https://www.she-experts.com/index>

Facebook group: <https://www.facebook.com/groups/104877633488241>

AIPFE Cyprus – Women of Europe

As an organisation, AIPFE's mission is to facilitate and open up the conversation about Women's role in society. They empower, motivate and connect women to sit at the table. AIPFE organises events, workshops and lead programs that will allow us to fulfill this mission. Its initiatives fall within the 2 broad categories: POLITICS (Society) and the ECONOMY (Leadership & STEM).

Website: <https://aipfe.com/>



“The Hub” Cypriot Women’s Leadership Network

“The Hub” is the Cypriot Women’s Leadership Network to provide opportunities for networking, engagement and advancement. The overall aim of the network is to become the hub, the reference and the supporting mechanism to boost Cypriot women leaders to become active participants in decision making at all levels: public, private and civil society sectors. ‘The Hub’ was established in 2015, designed and developed by AKTI Project and Research Centre, with the support of the US Department of State, under the program Global Women, Peace and Security Initiative.

Website: <https://www.akti.org.cy/portfolio/the-hub-cypriot-womens-leadership-network/>

BPW Cyprus – Cyprus Federation of Business and Professional Women

Business and Professional Women (BPW) Cyprus is an affiliate of BPW International, a global networking organisation that brings together 28 000 female entrepreneurs, businesspeople and professionals from over 90 countries, helping them achieve their full potential both in the workplace and in public life. Members of BPW benefit from an international network of like-minded women, fun and thought-provoking events, training and mentoring, awards and recognition, publicity, and new business opportunities. BPW membership is open to women of all ages regardless of their profession. Despite its business focus, BPW Cyprus has also campaigned against poverty and violence against women, and has run a campaign to raise awareness of cervical cancer.

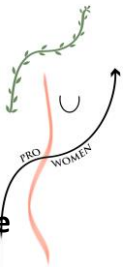
Website: <http://www.bpwcyprus.org.cy/>

General job finding platforms

EURES

Launched in 1994, EURES is a European cooperation network of employment services, designed to facilitate the free movement of workers. The network has always worked hard to ensure that European citizens can benefit from the same opportunities, despite language barriers, cultural differences, bureaucratic challenges, diverse employment laws and a lack of recognition of educational certificates across Europe. A jobseeker can filter the country where they seek employment, and can also use different filters for their needs, depending on what they are looking for.

<https://ec.europa.eu/eures/portal/jv-se>



Online platform, Public Employment Service, Labour Department, Ministry of Labour, Welfare and Social Insurance

The Web Platform gives service to job seekers and employers, and non-registered in the Public Employment Service. The vacancies published on this website of the Public Employment Service can be accessed by Cypriots and Community members residing in Cyprus, as well as other persons residing in Cyprus and based on their legal residence status, have the right to free access to the labor market of Cyprus.

Website: <https://www.pescps.dl.mlsi.gov.cy/CPSWeb/f001w.jsp>

Ergodotisi

Ergodotisi is the main platform for job searching in Cyprus. It allows employers to post job openings and job-seekers to roam the website so as to find relevant job opportunities that match their skills and qualifications.

Website: <https://www.ergodotisi.com/en/>

Carierista

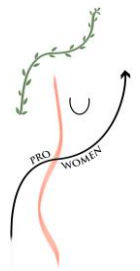
A job searching and job posting platform in Cyprus. Carierista is the first professional social network in Cyprus, an easy-to-use and engaging job portal and an ideal set of tools for companies and employers who are interested in enhancing their company's personnel with the perfect candidates.

Website: <https://www.carierista.com/en>

LinkedIn

LinkedIn is a platform / social network mainly used for professional networking, and allows job seekers to post their CVs and employers to post jobs. A good LinkedIn profile can attract potential employers and creating an account is free.

www.linkedin.com



Germany

femalemanagers

femalemanagers is aimed at qualified and ambitious women who want to actively take charge of their professional development. They support employers who value the opportunity to target applicant groups in order to tap the potential of female and male candidates alike

Website: <https://www.femalemanagers.de/>

herCAREER

herCAREER, the somewhat different career fair for women, addresses all aspects of female and family career planning. With its broad range of topics, it offers an ideal environment for women to openly discuss opportunities and challenges in their professional environment. Female professionals - whether with or without management responsibility - will find attractive employers here who are expressly committed to equal opportunities and women in management, as well as numerous offers for a better balance between family and career, for further training opportunities and all around the topic of starting a business.

Website: <https://www.her-career.com/>

Berufsperspektiven für Frauen – Das Beratungsnetzwerk

Offers free counseling for women at eight locations in Berlin on continuing education, career orientation, job applications, re-entry or return to work after family leave and illness, career transition or career change, and training and studies.

Website: <https://www.frauen-berufsperspektive.de/>

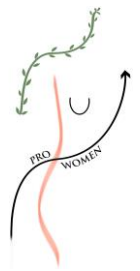
Frau und Karriere: Die starke Seite der Arbeitswelt

Online-Portal with business profiles, how to-guides, articles relating to women in the professional world, and a job search.

Website: <https://www.frauundkarriere.com/>

Superheldin

Job portal for family friendly full and part time jobs with the explicit goal that family and career can be combined. Free of charge.



Website: <https://www.superheldin.io>

Diversity Jobs

Diversity Jobs aims to bring applicants and employers together to promote diversity in organizations. They offer applicants a job portal with positions exclusively from companies and institutions where diversity is lived in the organization. For employers, they offer a pool of highly qualified and diverse potential employees.

Website: <https://diversity-jobs.de/>

Bundesagentur für Arbeit

If you are unemployed, you are required to register with the federal job agency and will receive counselling. Additionally, their online job search is used by many companies and organizations. Furthermore, their website also offers career guides and interactive tests and tool for orientation and further education.

Website: <https://www.arbeitsagentur.de/karriere-und-weiterbildung/beruflich-wieder-einsteigen>

Larger Jobportals in general

Depending on what kind of Job you are looking for, different platforms might be the right choice.

Stepstone: <https://www.stepstone.de/>

JobScout24: <https://www.jobs.de/>

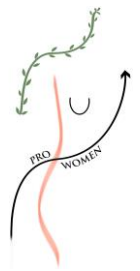
Jobware: <https://www.jobware.de/>

Networking platforms

Xing and LinkedIn are not only job search platforms but are also used for networking and maintaining professional relationships. They require a registration and profile.

Xing: <https://www.xing.com/>

LinkedIn: <https://www.linkedin.com/>



femconsult

/femconsult is a service of the Center of Excellence Women in Science and Research CEWS, a division of GESIS - Leibniz Institute for the Social Sciences. The database of women scientists contains current qualification profiles of more than 3,000 female scientists with doctorates and habilitations from German-speaking countries. They come from all disciplines and work in universities and non-university research institutions, industry and business. The information service "Active Personnel Recruitment" provides information on the topic of gender-equitable personnel management in science.

Website: <https://www.gesis.org/femconsult/home>

women&work

Digital job fair for jobs of all levels that allow combining career and family. Free of charge.

Website: <https://www.womenandwork.de/>

Berufswege für Frauen

Based in Wiesbaden, the association offers career counselling and workshops for women since 1988.

Website: <https://www.berufswege-fuer-frauen.de/>

SHE works! - Das Wirtschafts- und Karrieremagazin für Frauen

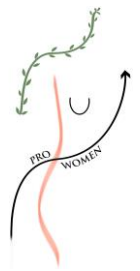
Online magazine for women in the economy and interested in careers with tools for finance planning, networking, etc.

Website: <https://www.she-works.de/>

Gründerinnenzentrale – Navigation in die Selbständigkeit

The project Gründerinnenzentrale - Navigation in die Selbständigkeit is funded by the European Social Fund and the Senate Department for Health, Care and Equality, Department for Women and Equality. It offers counselling, networking opportunities, and information on starting one's own business.

Website: <https://gruenderinnenzentrale.de/>



France

Pôle emploi: the reference site for job offers

In a few words: as a job seeker, it is essential to be registered on the Pôle emploi website, whose functionalities offer much more than a simple administrative process. It is aimed at all profiles and concerns all sectors of activity: it is the most visited generalist employment site in France.

Website: <https://www.pole-emploi.fr/accueil/>

Indeed: the world leader in job search sites

In a few words: Indeed is the reference in job boards worldwide, offering hundreds of thousands of job offers available in France alone. With millions of users each month, this site is a must for both job seekers and recruiters.

Website: <https://fr.indeed.com/>

Regionsjob: an asset in France

In a few words: a job board that has been present on the online job market for several years and that offers a targeted job search based on proximity.

Website: <https://www.regionsjob.com/>

Apec: the site dedicated to executives

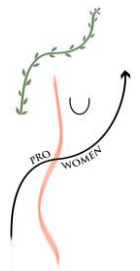
In a few words: reserved for executives, the Apec (Association pour l'emploi des cadres) website offers numerous job offers, mainly in permanent positions, with a strong focus on the fields of engineering and R&D, sales and marketing.

Website: <https://www.apec.fr/>

Gowork: job offers, but also company opinions

In a few words: nowadays, the choice of the future employer is more and more determined not only by the conditions of employment they offer, but also by the opinions that can be found on the web. That's why gowork.fr gives you the opportunity not only to find many job offers, but also to read the opinions of many companies.

Website: <https://gowork.fr/>



Meteojob: match job offers and candidates

In a few words: based on an innovative system of "matching" between the candidate's profile and the job offers, the Metejob website is one of the most used job boards in France and stands out for its innovative character.

Website: <https://www.meteojob.com/>

Monster: the international touch

In a few words: as part of an international group, Monster France offers job offers all over the world. A must for several years now, the site remains very active thanks to its strong presence on social networks, especially Youtube.

Website: <https://www.monster.fr/>

Direct emploi: a recognized site

In a few words: Direct emploi is one of the best known and recognized job sites in France. It has been around for years and offers all the basic features that candidates are looking for.

Website: <https://www.directemploi.com/>

Leboncoin: simplicity as a guarantee of success

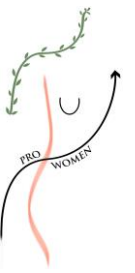
In a few words: Leboncoin is best known for its real estate classifieds or those that allow you to buy all kinds of objects. However, the site offers a large number of job offers, with a targeting by region that is faithful to the site and offers a practical proximity to candidates.

Website: <https://www.leboncoin.fr/>

Cadremploi: the pioneer site

In a few words: present for many years, the Cadremploi site is aimed at executives and remains essential in 2021. Connected to social networks and available on mobile application, the site allows you to keep up with the latest news.

Website: <https://www.cadremploi.fr/>



Vivastreet: Leboncoin on the international scene

In a few words: a classic classifieds site created in the early 2000s, the Vivastreet site works like Leboncoin and provides access to thousands of job offers in all sectors.

Website: <https://www.vivastreet.com/>

Jobintree: the ease of searching

In a few words: launched in 2008, Jobintree does not offer anything original and yet it is a major player on the web thanks to its intuitive and attractive ergonomics for candidates and recruiters.

Website: <https://www.jobintree.com/>

Keljob: nearly 20 years of existence

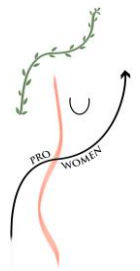
In a few words: present on the web since 2000, Keljob remains in the race in 2021 thanks to its thousands of offers for all types of profiles and its up-to-date design.

Website: <https://www.keljob.com/>

Optioncarriere: the job search engine

In a few words: Optioncarriere gathers job offers published on job boards all over the world and is a very practical search engine for candidates.

Website: <https://www.optioncarriere.com/>



Conclusion

This Handbook was published in the context of the Erasmus+ project *Pro-Women*, which focuses on women's empowerment and skills development to enable unemployed women and low-skilled women to enter the tourism labour market, with specific emphasis on sustainable tourism.

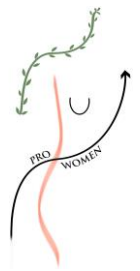
The document provides valuable information, both theoretical and more practical, to educators and trainers working with women, as well as to women looking to enter the labour market. Although this specific project focuses on the tourism sector, this Handbook is not confined to this specific field and can become useful for trainers and educators working with women in other fields as well.

The document is addressed to: educators and trainers working with women, employment authorities, CSOs / NGOs / organisations / institutions working with women in a vulnerable position, EU Project Managers, and women looking for a job. It is available in English and all partner languages: Italian, Greek, Spanish, German, and French.



Long-term, this Handbook aims to support the aforementioned target groups in empowering women to thrive in the sustainable tourism, culture, and heritage sector and in the labour market in general.

Undoubtedly, tourism has a pivotal role to play in achieving the objectives at the heart of the 2030 Agenda for Sustainable Development, in particular the commitments to gender equality and the empowerment of women of Sustainable Development Goal 5. It is therefore our duty to bring about change within this field, always having sustainability and gender equality as the long-term and uttermost purpose.



Glossary

The partnership of Pro-Women has compiled a Glossary to support the readers of this Handbook. It does not constitute legal guidance but is intended as a helpful introduction to some of the key terms you will come across when using the Handbook. Terms entered in the glossary are from various sources: international and regional women's human rights instruments; European Union and Council of Europe legislative and strategy documents, specifically related to gender equality and mainstreaming; legislative and policy developments in Europe and at international level.

Capacity building: Capacity building consists of competence development of individual people and system change that enables transformatory processes and effects in institutions.

Community-led development: Community-led Development (CLD)²¹ is the process of working together to create and achieve locally owned visions and goals. It is a planning and development approach that's based on a set of core principles that (at a minimum) set vision and priorities by the people who live in that geographic community, put local voices in the lead, build on local strengths (rather than focus on problems), collaborate across sectors, is intentional and adaptable, and works to achieve systemic change rather than short-term projects.

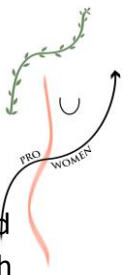
Competence development: It combines a series of activities that aim at strengthening people's skills and knowledge on a certain matter. A variety of activities can be organised to develop gender competences, such as awareness-raising initiatives, training and coaching. Competence development may occur in several stages of the policy cycle. Besides enhancing people's skills, awareness and knowledge, it may also have a positive impact on their interest and commitment to gender equality.

Discrimination against women: Any distinction, exclusion or restriction made on the basis of sex which has the effect or purpose of impairing or nullifying the recognition, enjoyment or exercise by women, irrespective of their marital status, on a basis of equality of men and women, of human rights and fundamental freedoms in the political, economic, social, cultural, civil or any other field. Discrimination can stem from both law (de jure) or from practice (de facto). The CEDAW Convention recognizes and addresses both forms of discrimination, whether contained in laws, policies, procedures or practice.

Eco-tourism: Ecotourism is defined as "responsible travel to natural areas that conserves the environment, sustains the well-being of the local people, and involves interpretation and education" (TIES, 2015). Education is meant to be inclusive of both staff and guests.

Empowerment of women: The empowerment of women and girls concerns their gaining power and control over their own lives. It involves awareness-raising, building self-confidence, expansion of choices, increased access to and control over resources and actions to transform

²¹ Source: <http://inspiringcommunities.org.nz/resources/about-cld/principles/>



the structures and institutions which reinforce and perpetuate gender discrimination and inequality. This implies that to be empowered they must not only have equal capabilities (such as education and health) and equal access to resources and opportunities (such as land and employment), but they must also have the agency to use these rights, capabilities, resources and opportunities to make strategic choices and decisions (such as is provided through leadership opportunities and participation in political institutions).

Gender pay gap: Percentage of men's earnings and represents the difference between the average gross hourly earnings of female and male employees. In the EU, the gender pay gap is referred to officially as the 'unadjusted gender pay gap', as it does not take into account all of the factors that impact on the gender pay gap, such as differences in education, labour market experience, hours worked, type of job, etc.

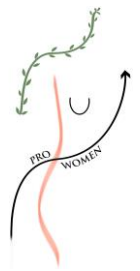
Smart tourism: It refers to the application of information and communication technology (ICT), mobile communication, cloud computing, artificial intelligence, and virtual reality, for developing innovative tools and approaches to improve tourism.

Social enterprise: A social enterprise²² is an operator in the social economy whose main objective is to have a social impact rather than make a profit for their owners or shareholders. It operates by providing goods and services for the market in an entrepreneurial and innovative fashion and uses its profits primarily to achieve social objectives. It is managed in an open and responsible manner and, in particular, involves employees, consumers and stakeholders affected by its commercial activities.

Sustainable Development Goals: The Sustainable Development Goals²³ or Global Goals are a collection of 17 interlinked global goals designed to be a "blueprint to achieve a better and more sustainable future for all". The SDGs were set in 2015 by the United Nations General Assembly and are intended to be achieved by the year 2030.

²² Source: https://ec.europa.eu/growth/sectors/social-economy/enterprises_nl

²³ Source: <https://sdgs.un.org/goals>



Project information

Name of project: Pro-Women – Up-skilling Itineraries for Women as New Cultural Promoters to Enhance Territorial Heritage

Project number: 2019-1-IT02-KA204-063176

Funding programme: Erasmus+ Key Action 2: Cooperation for Innovation and Exchange of Good Practices

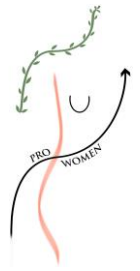
Project duration: 1st September 2019 – 31st October 2021 (26 months)

Project website: www.prowomen-project.eu

Project Facebook page: <https://www.facebook.com/prowomeneu>

Partnership:

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	Italy	Obiettivo Famiglia / Federcasalinghe www.donne.it federcasalinghe.segreteria@gmail.com
	Cyprus	Center for Social Innovation www.csicy.com info@csicy.com
	Germany	Wisamar Bildungsgesellschaft gemeinnuetzige GmbH www.wisamar.de info@wisamar.de
	Spain	Torrijos Municipality www.torrijos.es sac@torrijos.es
	France	OSENGO Europe www.europe.osengo.fr europe@osengo.fr



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Yang, Yang, Nitesh V. Chawla, and Brian Uzzi. "A network's gender composition and communication pattern predict women's leadership success." *Proceedings of the National Academy of Sciences* 116.6 (2019): 2033-2038. <https://www.pnas.org/content/116/6/2033>

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