

# ANTICIPATING and MANAGING RESTRUCTURING: 27 NATIONAL SEMINARS

VC/0667/08

## NATIONAL SEMINAR'S MINUTES ITALY

### Introduction

The minutes intends to provide the information on the implementation of the first event that has taken place in Turin at the ITC-ILO premises on 28<sup>th</sup>-29<sup>th</sup> April 2009. The purpose is to highlight the key finding issues and the main results of the debate.

### 1. Background

The National seminar aimed to present and discuss the most important measures and tools for anticipating, preparing and managing restructuring and its effectiveness and transferability.

The NBP was developed taking into consideration the need to identify and describe the relevant existing measures and tools at national and regional level, as well as significant company practices.

### 2. Participants

The selection of the participants has taken into consideration the need of ensuring an high level profile of the representatives of the Public Authorities and Social partners at national and regional level. **28 participants** attended the seminar coming from the following Organizations/Institutions:

- Ministry of Labour (DG Labour Market, DG Industrial relations, DG Social Shock Absorbers);
- Regional Authorities ( Emilia Romagna, Piemonte, Puglia, Veneto, Toscana);
- Municipality of Treviso and Turin;
- Trade Unions (national and regional level)
- Employers' Organizations (national and regional level)
- Testimonial from an Italian company;
- University (no. 2)
- Research Institutes (no.2).

Representatives from the DG EMPL(no. 3) , .Eurofound (no. 2) ETUC (no.1) , BPI (no.1) have joined the seminar.

### 3. Activities carried out

The National Seminar has developed the contents and the methods according to the model design of the Agenda .

The first part of the seminars was focused on:

1. the presentation of the EU main policies and programmes on restructuring,
2. the introduction of the overall aims of the project and the objectives of the National seminar.

After the opening session, the key finding issues coming from the NBP ere presented by the National experts. The key elements of the presentation were the following:

- ♣ Distinction of two main categorizes of restructuring: one "proactive" and one "passive".
- ♣ Explanation of the meaning of restructuring: i) continuous anticipation process of the economic system and ii) management of the change.
- ♣ This distinction implies two different types of actions: i) Anticipating restructuring , as the mix of strategies and policies for accompanying the process and ii) Managing

restructuring as a mix of strategies and priorities for mitigating the impact on the economic system and the labour market.

- ♣ A description of the transformation of the economic and occupational system was briefly introduced with some recent data and indicators.
- ♣ A specific description of the different aspects of the anticipation process, (sectors, technologies, competencies, labour market, training system) as well the different tools for anticipating (observatories at national/regional level, industrial policies, active labour market policies, training) was provided.
- ♣ During the second day was briefly described the managing restructuring process (phase, procedures, role of social partners)
- ♣ The existing types of measures/tools for managing restructuring were analysed with a specific focus on the Social Shock absorbers (SSA) and Wage Guarantee Fund (WGF), including the recent trends and reforms.

All the presentations delivered by the representatives from the EC , ITC-ILO and the National expert can be downloaded from the website of the project in the [Country section - ITALY](#) .

According to the need of stimulating the discussion among the participants on the effectiveness and utility of the existing measures/tools a mix of approaches and methods was applied. In particular , the participatory sessions were structured into 4 main consequent steps:

- a) brainstorming exercise : participants inputs and interaction through “audience response system” ,
- b) debate on specific topics,
- c) broaden discussion,
- d) assessment of effectiveness and transferability of the referred measures and tools .

In order to facilitate the knowledge sharing among the participants, the “audience response system” is a successful method for gathering live response during the seminar. It can help large audience to submit questions and feedback and even to collect answer to sensitive questions anonymously.

The first Brainstorming exercise was carried out, focusing on the following starter question: ***The anticipation of restructuring should allow to tackle in time industrial change and to prevent or mitigate the social costs. Why the anticipation process wasn't successful in Italy?***

The participants has expressed their opinion on this topic (using metaplan cards) sum up as follows:

1. *Innovation without research*
2. *Low investments on Innovation, research*
3. *Lack of attention on new technologies also in the education and training system, within the enterprises and Public administration.*
4. *Reducing costs for innovation in the enterprises.*
5. *Change is considered an isolate case , when there is the crisis, not an opportunity for growing.*
6. *Weakness in the labour market and in the lifelong learning system.*
7. *Weakness in the partnership between social partners and Public authority.*
8. *Financial system: obstacles in accessing to the creditor access to credit*
9. *Dimension of companies: SMEs', micro enterprises.*

### **3.1 Round table session**

After the ice-breaking exercise the debate was facilitated during the Round Table session with the aim to discuss more in depth the following issue : ***TO WHAT EXTENT EXISISTING MEASURES AND TOOLS ARE SUFFICIENT AND USEFUL TO ANTICIPATE RESTRUCTURING IN THE CURRENT ECONOMIC CRISIS***

The panel discussion was organized in a first debate around five key questions proposed by the moderator and subsequently followed by the active participation of all the attendants to the discussion on the effectiveness of the existing measures in Italy for anticipating restructuring. The main results of this first debate are summarized as follows:

**1. Among the existing ALM policies: training, counselling, sectoral funds, joint bodies, observatories..., how do you assess this set of measures? Which is more effective?**

Anticipation means to accompany the change.

What are the key factors of the change? I) demographic structure, ii) technologies, iii) globalization. The Italian system was quite successful on the third component. Many problems on research and application of new technologies.

Productivity: more occupation less competitiveness.

Pay attention to the youth unemployment.

In Italy lack of investment in innovation: an example the salaries of the researchers.

**2. Industrial policies, economic and fiscal incentives, subsidies. Automatic funding vs. evaluation. National/regional funding. How do you assess this set of tools?**

All the enterprises are affected by the crisis, also who have invested in new products, competitiveness and competencies. How to interpret this phenomenon.

What are the proper tools for helping the enterprises in increasing competitiveness?

Fiscal policies, incentives for investing in new products, easier access to the credit.

Innovation means investing in research: so far the enterprises have covered the biggest part of the costs. For the future, it is strategic to create network between private sector and Universities and research Institutes.

**3. Industrial relations. Any help for anticipating change on this side? Participatory relations can be an instrument?**

Weakness of the Anticipation policies in Italy influenced by the dimension of the firms : small and micro size.

- The prevalence of SMEs' has also affected the investment on human capital and research.
- Further consequence: discrimination of women in the labour market (ex. maternity leave is not considered a social responsibility of the community .
- Welfare is perceived as a cost not an element for growing.
- The role of the industrial relations : Italy has anticipated some models. The impact of the collective bargaining decreases when the work loses its intrinsic value.

**4. R&D. is an efficient instrument for anticipating restructuring? Why there seem to be a lack of investment by firms?**

- Low level of productivity linked to structural economic problems
- Offshoring.
- R&D: to revise the indicators for reading and interpreting well the changes.
- Restructuring policies linked to Industrial policies.

**5. The existing measures linked to the local development policies could be considered an useful and transferable response to the current economic and financial crisis?**

- Local development is the effect of a economic crisis.
- Governance with the public authorities and social partners
- Governance of the Labour market : fundamental!
- Decentralization of Governance of LM from National to regional level has created some problems. It is necessary to anticipate new professional skills and competencies, but the ES are not well equipped.

- Competencies for competitiveness.
- Innovation in Italy: research and enterprises interlink is weak..
- Internationalization and new markets
- Clusters.

During the debate widened to all the participants the following Strengths and Weak points has been raised:

<b>Round table no. 1</b>	<b><u>Strengths points</u></b>		<b><u>Weak points</u></b>
a)	Treviso experience : effective dialogue between employers and trade unions; network at local level; active role of local Public authority and Public Employment services; Social shock absorbers (SSA) as an active measures for outplacement of redundant workers; concept of “worker’s economic dowry for continuous training ” as an advantage also for the enterprise.	a)	Public Employment Services interact only with the demand side not with the supply side.
b)	Role of the SMEs’ for the economic growth and for compensating the crisis of the large enterprises.	b)	Not sufficient awareness of the potential benefits of investing in research
c)	Local districts	c)	Capacity to respond to the Anticipation need expressed by small- micro enterprises very low.
d)	Regional Agency (Puglia Region) with the aim to merge the productive capacities at local level with the competencies and skills available. It is an example of concrete support for an integrated system for the innovation at territorial level (examples: voucher for spin-off, scholarships..)..	d)	Problem for Small and micro enterprises to access to credit.
e)		e)	Lack of public and private investments in research and innovation
f)	Active role of social partners	f)	Wide perception from employers that restructuring costs can be discharged to the community: immediate consequence is that there is no will to anticipate.
g)	Some examples of tools for forecasting of future skills, but more oriented towards large-medium enterprises (ex. Observatory of Treviso).	g)	In the recent past lack of targeted industrial policies in Italy.

### 3.2 GROUP WORK Session. (First day)

The objective of the Group work session was to obtain information on the selected measures and tools described briefly in the National Background paper, in order to reach a common understanding and consensus on their efficient and positive effect for anticipating or managing restructuring and mitigating the social impact.

For reaching this objective, a number of selected case studies was briefly introduced as an example of experimented measures and tools –also at company level –

The participants were divided into smaller groups (maximum no.5 for each session). Materials and information concerning the case studies selected (videotapes, fact sheets, PPT presentation, testimonials from companies) summing up the basic data available on the experience presented were illustrated, as well as the instructions for managing the discussion within the Group.

The specific questions were proposed to each Group in order to better understanding the objective of the discussion and to define the context of the analysis to be carried out:

The results of this session are summarized in the following table:

	<b>Success factors</b>	<b>Main problems</b>	<b>Potential of improvement</b>	<b>Best practices</b>
<b>ELECTROLUX</b>	<ul style="list-style-type: none"> <li>• Enterprise Social responsibility</li> <li>• Contribution of the national/local institutions and stakeholders</li> <li>• Enterprise funds available for investing in restructuring</li> </ul>	<ul style="list-style-type: none"> <li>• Territorial area without a specie economic and productive vocation</li> <li>• The initial conflict that produced the social responsible solution</li> </ul>	<ul style="list-style-type: none"> <li>• To cut taxes on research (and researchers)</li> <li>• Strengthening the link between SSA and best practices</li> <li>• Coordination among actors.</li> <li>• Proper use of private equity</li> </ul>	<ul style="list-style-type: none"> <li>• Include the principle of social responsibility into the collective bargaining (at the enterprise, national and local level)</li> <li>• Development of collective bargaining model</li> </ul>
<b>ABB LEGNANO</b>	<ul style="list-style-type: none"> <li>• To anticipate the period of the restructuring</li> <li>• Financial availability of the enterprise</li> <li>• Social responsibility of the enterprise</li> <li>• Good potentialities within the local economic system</li> <li>• Limited number of workers</li> <li>• Proper use of ESF</li> <li>• Strong commitment from political actors</li> </ul>	<ul style="list-style-type: none"> <li>• Insufficient elements to evaluate (estimate)</li> </ul>	<ul style="list-style-type: none"> <li>• Strengthening the sustainable development strategy and innovation</li> </ul>	<ul style="list-style-type: none"> <li>• Monitoring the agreement implementation</li> <li>• Role of PES</li> </ul>
<b>CONTINUOUS TRAINING</b>	<ul style="list-style-type: none"> <li>• Bi- lateral system</li> <li>• Enterprises are forced to define strategies</li> <li>• Funds available</li> </ul>	<ul style="list-style-type: none"> <li>• The system is quite new and requests further developments</li> </ul>	<ul style="list-style-type: none"> <li>• To extend the experience to all the sectors</li> <li>• Integration with other instruments (IFTS-ESF)</li> </ul>	<ul style="list-style-type: none"> <li>• Treviso case: The new Regional Coordination Committee for training</li> </ul>

### 3.3 Second day the Round Table session .

The second day the Round Table session aimed to discuss more in depth the following issue : MANAGING RESTRUCTURING IN ITALY: LESSONS LEARNT FROM THE PAST EXPERIENCE AND FUTURE PERSPECTIVES

The panel discussion was organized in a first debate around five key questions proposed by the moderator and subsequently followed by the active participation of all the attendants to the discussion on the effectiveness of the existing measures in Italy for anticipating restructuring. The main results of this first debate are summarized as follows:

#### **1.Reindustriliazation: Which are the main elements that can support a successful reindustrialization of a productions site.**

In the past the main tool to respond to the crisis was the “contract of area” in which there was a convergence in terms of strategic objectives - mainly in South Italy -between Government and social Partners. It is not easy to plan a reindustrialization process in the same sector, sometimes contracts are quite different. Now there is a lack of strategy to face the effects o the crisis. A frequent answer is the investment on the solar panel. It is sufficient? It is fundamental to create right conditions to attract new investors (public and private).

**2. Social impact: invest in ALM policies or to support new economic initiatives which can redeploy redundant workers? Individual incentives or incentives for new investors?**

Strict link between development policies and employment policies: there are still some constraints .It is necessary to work on the basis of a multi – actors frame within a joint programme.

The active measures are conceived at territorial level, but there is a need to reflect the EU priority, starting from the ESF. More integration between ESF and ERDF.

The existing services at local level are more oriented towards the need of the workers: it is strategic to pay attention also to the employers.

**3. Wage Guarantee Fund: Strengths and weaknesses. Should it be reformed?**

It is necessary to better understanding the aim and the means of the Wage Guarantee Fund (WGF). Distinction between suspension from the job (covered by the SSA distinguishing the WGF ordinary and extraordinary on the basis of the time frame ) and lay – off (covered by mobility and unemployment subsidies)..

In the current period and in order to cope with the negative effects of the economic and financial crisis, some changes and supplements were set up and approved with the consensus at national and regional level, namely for i) widening the benefits of the WGF to new vulnerable targets and for ii) simplifying the procedures. Some changes concern also the combination of active and passive measures, but this integration is still weak.

There is a recent regulation laid down by the Ministry of labour that extends the request for WGF from enterprises that are not affected by an internal crisis, but are threatened by the current economic and financial crisis.

There is also the possibility to switch from the WGF ordinary to the extraordinary without interruption..

The overall debate on the WGF effectiveness is partly controversial , even if there is a positive recognition of the recent changes introduced by the Ministry of Labour.

**4. In the current economic and financial crisis to what extent could the role of the collective bargaining change ?**

This tool is very effective and was used several times in the past when was introduced for the first time the WGF.

The original aim was to coordinate all the efforts necessary for the outplacement of redundant workers. The collective bargaining has been improved this year in order to strengthen the negotiation processes also between the Government and the regional authorities.

The link between the SSA and the active measures has been reinforced, thanks also the opportunity offered by the ESF. In the framework of the application of the SSA the level of “conflict” between social partners and public authorities is very low. It depends on the specific nature of the SSA that requests and pushes towards a proactive co operation among the actors.

**5. What are the key factors that have prevented the lack of use of the “Job- security agreement - Solidarity Contracts”?**

This contract is not fully applied due to the complexity in accessing the benefit.

Very recently the contract has been changed in order to increase the potential use for whom – employers and workers – that intend to reduce the working time. The solidarity contract is to be considered anyway an useful tool for keeping alive the job and the production. The mechanism for the calculation of the benefit is more convenient of the WGF. The limit of 12 months duration of the Solidarity contract was eliminated recently: so now the tool is more flexible.

During the debate widened to all the participants the following Strengths and Weak points came out:

Round table no. 2	<u>Strengths points</u>		<u>Weak points</u>
a)	Experiences at local level (municipality of Turin) in terms of urban renewal and increasing quality of life.	a)	Problems with the job mobility.
b)	SSAs and WGF, but there is still the need to better integrate passive with active measures and to reduce the administrative burden.	b)	In South Italy low level of mechanism of negotiation between social partners and public authority.
c)	Job- security agreement, because combines the need of keeping the workforce with the revision of the working time due to a temporary crisis.	c)	Need to reform the use of the WGF based on the concept of proportionality between the contribution paid by the employers/workers and the effective use.
d)	Efforts done for reforming the existing tools for responding to the current crisis.	d)	Lack of awareness on the relevance to invest in the human capital as a vital resource for the enterprise.
		e)	Low level of recognition of the work's value and quality of work.
		f)	Lack of financial resources for completing the reform of SSAs.
		g)	Lack of strategies for preserving the entrepreneurial capacity developed at local level: many employers of small firms close the plan because lack of investment for them .
		h)	Not sufficient investment on training

### 3.4 GROUP WORK (second day)

During the second day three case studies (2 company practices and one horizontal measure) were analysed . There results of the Group work session are the following:

	<b>Key actors</b>	<b>What can be used</b>	<b>What can not be used</b>	<b>Similar experiences</b>
<b>WGF</b>	<ul style="list-style-type: none"> <li>• Enterprise</li> <li>• Trade Unions</li> <li>• Institutional actor (region, Ministry of Employment)</li> <li>• stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>•to sustain the wage and help them to relocate</li> <li>•to deal with the crisis and restructuring</li> </ul>	<ul style="list-style-type: none"> <li>•Procedures too complex</li> <li>•Restriction to limed categories.</li> </ul>	<ul style="list-style-type: none"> <li>•not easy.to identify other cases in which were applied same tools</li> </ul>
<b>MOTOROLA</b>	<ul style="list-style-type: none"> <li>• Ministry of Economic Development</li> <li>• Region/municipality</li> <li>• Politechnic institute</li> <li>• Trade Unions</li> </ul>	<ul style="list-style-type: none"> <li>• SSA</li> <li>• Enterprise Resources</li> <li>• Political commitment</li> <li>• Trust</li> </ul>	<ul style="list-style-type: none"> <li>• Specific requests to PES</li> <li>• INPS code</li> </ul>	<ul style="list-style-type: none"> <li>• ABB</li> <li>• Production secto</li> <li>• Territory</li> <li>• Know-how</li> </ul>
<b>CELESTICA</b>	<ul style="list-style-type: none"> <li>• Active Social partners</li> <li>• Local authorities</li> </ul>	The capacity to involve different actors at local level	<ul style="list-style-type: none"> <li>• The delay of the project launch</li> </ul>	<ul style="list-style-type: none"> <li>• KSS-OPAC)</li> <li>• Pirelli Settimo</li> </ul>

### 3.5 Brainstorming session : lesson learnt and good practice

At the end of the seminar the last brainstorming session was focused on the identification of at least one Good practice and one lessons learnt among the measures/tools and case studies discussed during the seminar. The aim of this session was to bring together additional information and to compare the results of the last session with the main conclusions came out after the debate during the round table session.

The results included in the following boxes reveals that the comments and questions raised during the debate are confirmed by the final brainstorming exercise. In fact, the role of the social partners and the capacity to create networking at national and local level was

considered the most effective measure and this opinion corresponds to the good practice highlighted in the final session in terms of effectiveness of the Social dialogue and the territorial partnership. It also confirmed the need to rationalize the SSA system and to increase the application of the Job- security agreement.

### Good Practice

- 1) Motorola :
  - action shared by Social Partners and Institutions
  - timely intervention
  - clear objectives
- 2) ABB
  - dialogue among Social Partners
  - Social Partners' involvement right from the beginning of the process
  - The role of Outplacement to be disseminated among companies
  - 3) Partnership on the territory, in an active, rapid and effective way
- 3) Celestica
  - Joint action among the various institutional actors
  - -previous analysis of the context
  - synergies among the involved actors
- 4) knowledge transfer
- 5) Integrated approach / cooperation tools among actors
- 6) Managing WGF with adequate interventions to support employability
- 7) Agreement of February 12<sup>th</sup> 2009 on Social S.A.
- 8) - Electrolux
  - Integration of Sustainable development Policies, Employment Policies and Social Policies
  - Participation of Social Partners in every phase of the reorganization

### Lessons learnt

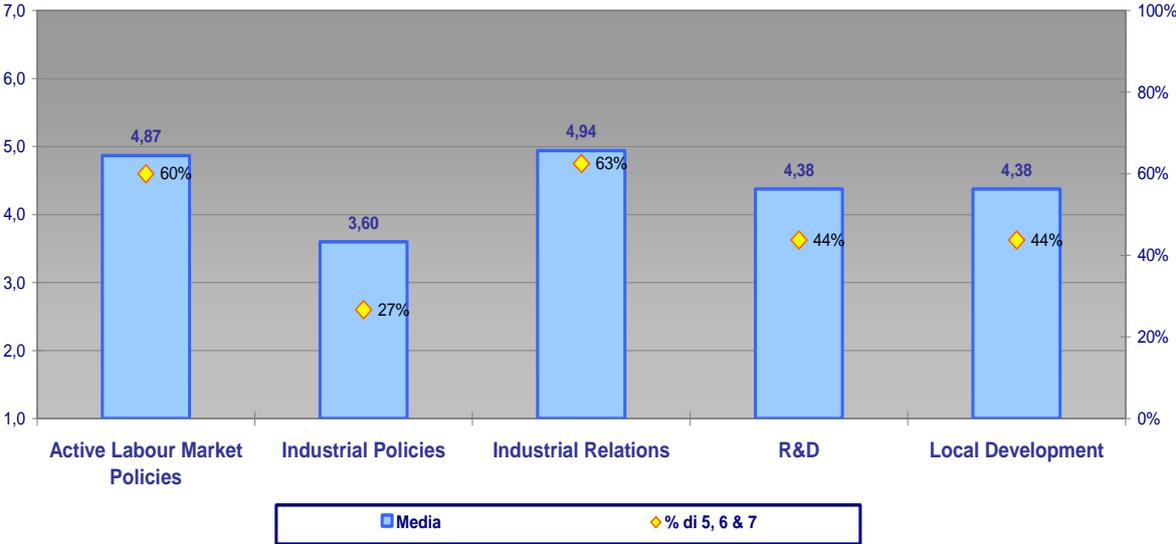
- 1) Need for a reform of Social S.A
- 2) Learning to anticipate restructuring is necessary
- 3) The possibility to manage crises with adequate tools
- 4) Importance and usefulness of existing tools
- 5) Give more importance to investments than to financial "activities"
- 6) Enhance the WGF integrated by active labour and development policies
- 7) Need of a strategy. We do very good isolated things, but we lack vision and long-term goals (framework)
- 8) Recognizing the first signals of company crises and informing personnel about the tools that can be used for their redeployment.
- 9) Integrated interventions are limited (by sector, by supply chain, etc.)
- 10) Need to rationalize SSA and strengthen cooperation among actors.

### **3.6 Evaluation session on effectiveness and transferability of measures/tools for Anticipating – Managing Restructuring**

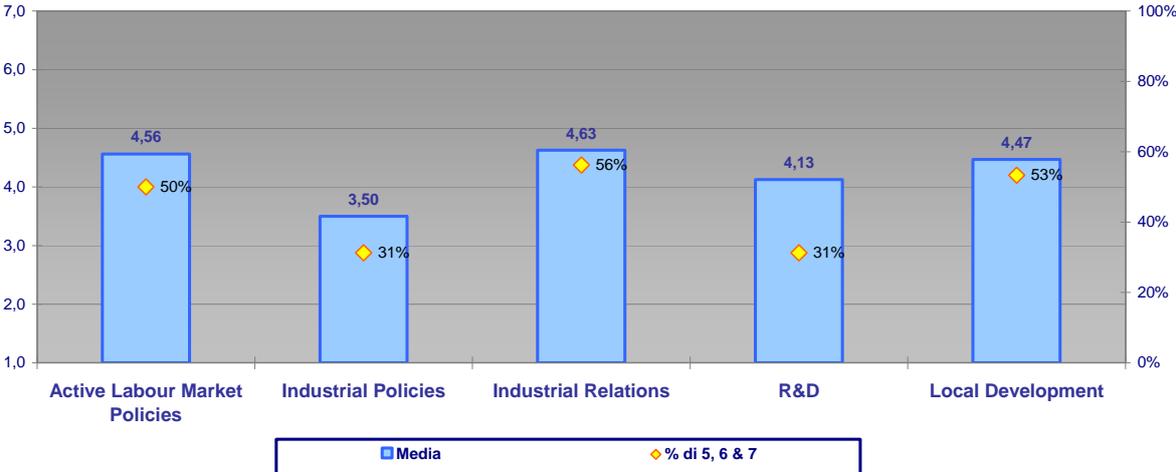
The aim of this exercise was to identify the priority themes according to the effectiveness and transferability criteria concerning the measures and tools discussed during the seminar.

The graphs show that among the Anticipation measures/tools the most effective are the Industrial relations policies that are also perceived by the participants as the more transferable tool in other contexts.

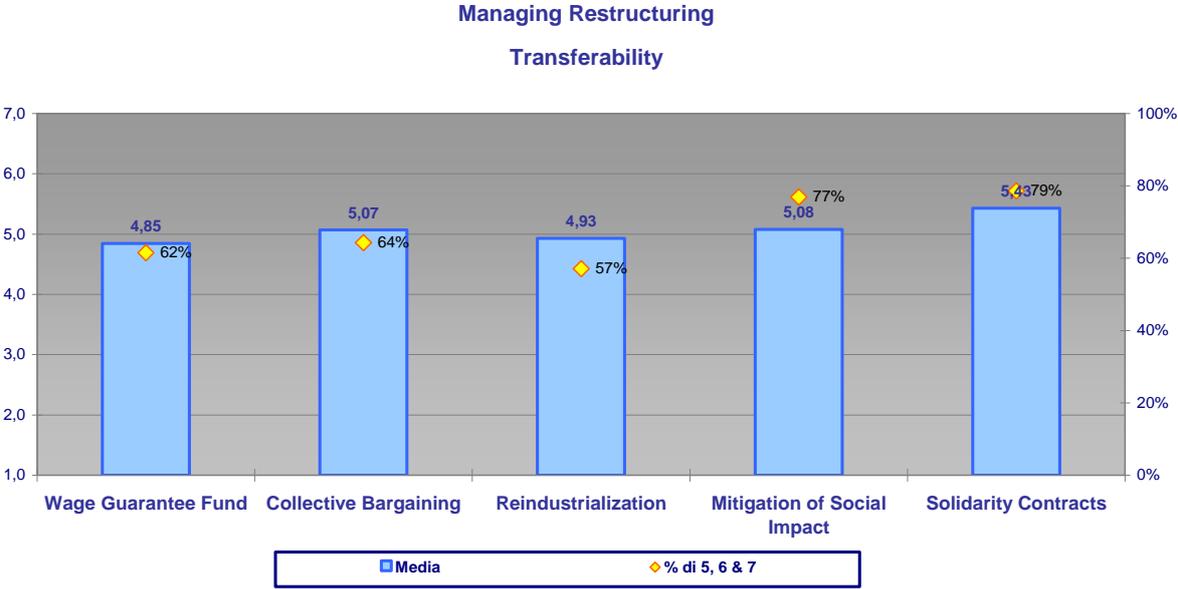
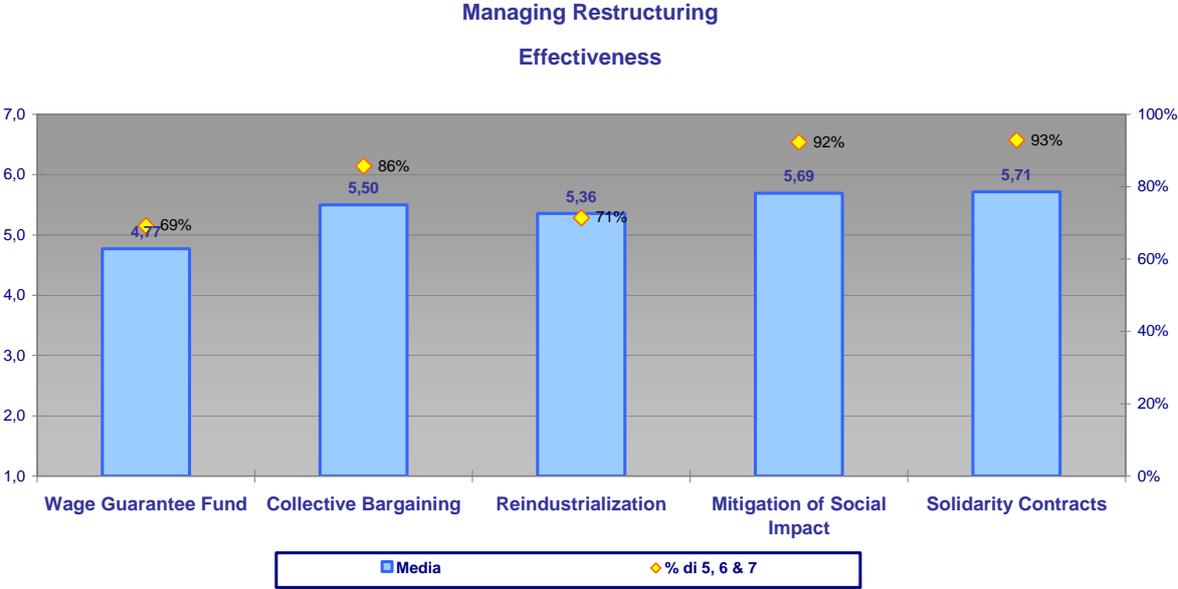
**ANTICIPATING RESTRUCTURING+  
Effectiveness**



**ANTICIPATING RESTRUCTURING  
Transferability**



Regarding Managing of restructuring the graphs show that the most effective measure/tool is the Job- security agreement - Solidarity contract, that is also perceived by the participants as the more transferable tool in other contexts.



**4. Conclusions of the debate**

The two-day seminar has highlighted the different points of view and interpretations of the various participants about the effectiveness and transferability of the existing tools to anticipate and address restructuring in Italy.

The crucial underlying question which was debated during the seminar was “*is it possible to anticipate restructuring?*” At the end, the answer was: “*it is quite difficult... but possible!*”.

Another important question was: “*how to effectively address restructuring?*”. The answer has emphasized the importance to circulate information in due time among all actors involved: companies, trade unions, employer associations, local and national governments, employment agencies, and so forth. This is essential to gather information on both the economic and employment situation at company-level and on the possible solutions and support provided by the institutional framework and external actors. In Italy, too often, the various actors are involved only when restructuring is already being implemented. It was underlined that an early involvement of all actors, and notably social partners, is fundamental for reducing the economic and social impact of restructuring. There was a shared opinion that such an approach would provide both important collective benefits, in terms of employment levels and capacity to adapt and grow, as well as individual advantages, in terms of job security and employability.

Another important aspect which was discussed and shared is the importance to support the creation of dense networks of SMEs, large companies, local authorities, education and training organisations, and research centres to provide the production system with the essential resources to ensure economic growth. This, it was noted, is particularly relevant in Italy, where the economic structure is largely based on small and micro firms, which often lack the resources to invest in new competences and knowledge and to develop long term strategies. In this respect, continuous training and lifelong learning (for employees and entrepreneurs alike), capacity building, and local business services are key ingredients to foster the growth potential of Italian SMEs.

From the operative point of view, a clear need to better integrate active and passive measures was voiced by participants. In this line, the European Commission representatives have underlined the possible utilisation of temporary ‘passive’ measures to cope with the current crisis, but with a strict link with ‘active’ employment measures (supported by ESF). Also the need for a comprehensive reform of the social shock absorbers, which could broadly involve some adjustments in the welfare system, was mentioned. The main priority would be the extension of benefits and protection to all categories of workers (with open-ended, fixed-term, temporary, freelance jobs). If the WGF is to remain the centre of the system to address restructuring in Italy, it should be extended to everybody. The employers have stressed the importance to establish a clear link between the contributions paid and the benefits received. This essentially refers to the WGF system, which is funded by the contributions paid by companies. However, the special measures which extend coverage of the WGF to firms other than those structurally covered are not currently funded by contributions, but rather by public and structural funds. This is a situation which would not be bearable in the long term. Interestingly, it was underlined how the current crisis could create the opportunity to assess the effectiveness of the present tools available to address restructuring and possibly improve the existing measures and find new solutions. Collective bargaining both at national and at company level can represent an important tool to identify and experiment new solutions.

## **5. Main Results**

The National Seminar has contributed to the capitalization and systematization of the knowledge and practice on Restructuring in Italy, with a particular focus on the experiences in the context of the Management schemes (SSA and WGF).

From the organizational/methodological side the following key elements came out:

1. First experience useful for better organizing the other National Seminars.
2. Put in evidence the key aspects of the Restructuring schemes in Italy.

3. Good rotation of methods and tools for stimulating and facilitating the debate.
4. Analysis of strengths and weak points of specific measures and case studies.
5. Synthesis on key concepts: Anticipation, wage Guarantee fund, SMEs implications.
6. Suggestions on :
  - the future role of some Passive measures (Social shock absorbers: welfare or fiscal system?)
  - arrangement of the current legal framework on SSA
7. Challenges: demographic change, Training for accompanying change.

From the technical side:

1. Shared knowledge on the main experiences in Italy.
2. Shared definition on Anticipation as an on going process for accompanying the change.
3. Anticipation in Italy : analysis and proposed strategy without a specific implementation. The current experience seems more oriented on the Preparation to change instead of Anticipating the change.
4. Management of restructuring : some improvements were highlighted, in particular concerning the integration between the Active and Passive measures
5. More investments on ALM policies
6. Need to strengthen the role of the Employment Services
7. To increase the investments in training.

Finally, with reference to the Evaluation results based on the questionnaires filled in by the participants at the end of the Italian Seminar the average of 4,52% was reached , that compared to the ITC-ILO's activities benchmark of the participants' satisfaction [4, 26%] represents a good performance.