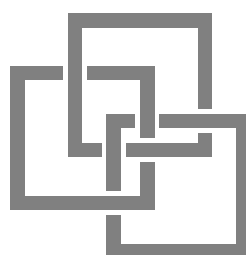


Company profile

2010



SYNERGIA

Knowledge and Management for Social Change

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SYNERGIA

Sistemi di conoscenza e gestione del cambiamento

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Synergia

Curriculum and presentation of corporate activities

1. Notes identifiers

Name	<ul style="list-style-type: none">• Synergia S.r.l.
VAT Number	<ul style="list-style-type: none">• 09570410150
Number registered C.C.I.A.A	<ul style="list-style-type: none">• 1302663
Legal nature	<ul style="list-style-type: none">• Limited liability company
Type institution	<ul style="list-style-type: none">• Private Ente
Year established	<ul style="list-style-type: none">• 1989
Description	<ul style="list-style-type: none">• Research and development on social and humanities sciences
Registered Office	<ul style="list-style-type: none">• via Volta 3, 20025 Legnano (MI), Italy
Headquarters	<ul style="list-style-type: none">• via M. Macchi 44, 20124 Milan (Mi), Italy
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Website	<ul style="list-style-type: none">• www.synergia-net.it
E-mail	<ul style="list-style-type: none">• synergia@synergia-net.it
Certification	<ul style="list-style-type: none">• UNI EN ISO 9001:2008; date 31.01.2007

2. Key skills



Synergia is a social research, training and consulting firm operating since 1989 in the field of **welfare** and cultural **policy**. Synergia is based in Milan, Italy.

In the past years, Synergia developed hundreds of projects for the **public sector** (Ministries, Regional governments, Local governments), for **private companies** (firms, foundations) and for the **third sector** (cooperatives, associations) also at **international level**, deploying solid scientific expertise with a strong commitment to operating efficacy and timely delivery.

Synergia acquired a strong know how on the issue of Social Information Systems, on the organisation of social and health services, on quality evaluation, on social needs and socio-demographic surveys on trend analysis.

Its work translates into projects in the areas of:

- strategic support to targeted social action policies;
- policy and services planning and evaluation;
- quantitative and qualitative research about needs, expectations, behaviours of population groups;
- trend and scenario analysis for understanding social and cultural change;
- organisation consulting;
- supervision and training;
- information systems implementation;
- thematic database development.

For the management of projects Synergia has a specific internal division dedicated to activities connected to elderly condition called **Senior Consulting** and operates in strong connection with the partner firm **Synergia-net**.

Synergia is certified **UNI EN ISO 9001:2008** for the planning, the development and the implementation of qualitative and quantitative social research; the planning, the development and the implementation of Social Information Systems; consulting and training. (**Certificate N. 692 of the 31/01/2007**).

3. Fields of operation



Synergia works in all areas of welfare, as a consulting and a training firm and doing quantitative, qualitative and organizational research.

Many activities and projects promoted and implemented by Synergia are cross-cutting and tend to integrate different fields of operation, reflecting the nature of social policies which, involving complex and articulated issues, are intrinsically multidisciplinary.

However, it can be useful to identify fields of operation normally employed within public administrations.

We propose a classification of 10 specialised areas, within which our projects can be placed, as well as a list of the main related activities we developed in the past few years.

1. PLANNING OF SERVICES

During the current process of transformation of the welfare system (from Welfare State to Welfare Community), local governments become central in the planning of services, both in the relationship with other public institutions and as a guarantor of the rights of citizens.

The national law 328/2000 defines in new terms the relationship between the local government and the other actors of the territory, assigning to the first a directive role, whilst respecting the principle of cooperation between the actors participating in the decision-making process. Within this framework, local administrations acquire new functions (administrative, planning, direction, project-management, organisation and control) to be exercised on the integrated system of social services.

Synergia developed during the years an ample curriculum in the area of planning of services, acquiring a strong expertise in the **analysis of social policy and social phenomena**.

In this field Synergia offers **support to public administrations** for building an integrated system of policies and services and for their evaluation. In particular, it offers **consultancy, technical assistance, training** to Regional administrations, Social agencies, municipalities, Health administrations in order to **analyse social demand and evaluate social needs**; to **define and evaluate social and health policies**; to **write Social Plans and guidelines**; to **plan new tools and working experiences** through the **exchange of good practices**; to **monitor innovation** and to **evaluate the transferability potential** of actions and services.

2. INFORMATION SYSTEMS AND SOCIAL OBSERVATORIES

The resource “information”, considered as “reduction of uncertainty, of lack of knowledge or wrong knowledge”, is a key instrument for an effective management of social policies.

An efficient welfare system that has to optimize its resources, that are becoming more and more scarce, needs to have a logically integrated system of **methods, instruments, procedures and techniques for the selection, collection, data storage, elaboration, analysis and distribution** of specific information related to

the social environment: it is the basis for achieving the necessary knowledge for implementing organizational processes.

This system, that can be a "Social Information System" or a Social Observatory, is characterized by nonrandom, cognitive objectives, its own function and structure and it is able to influence the organizational behavior in terms of efficiency, effectiveness and satisfaction of citizen-users.

In order that the Social Information System becomes instrument and planning resource for the integrated system of interventions and social services, it should be **timely** (information have to be constantly updated), **systematic and organic** (which entails internal coherency among information, and external coherency with respect to the cognitive objectives of the users; stability and methodological rigor), **exhaustive, reliable**.

In this area, the mission of Synergia is to implement systems able to generate "**information fields**" from which the client can obtain knowledge products (like periodical Social Reports on the status of performances of services, **social-statistic indicators, qualitative and evaluation analyses** on specific needs, computerized databases etc.) useful for the management of services and for the decision-making process both at central and at local level.

For years Synergia has been a leader firm in Italy for the planning and the implementation of Social Information Systems. Synergia took part in the most significant regional and local experiences of Social Information Systems supporting the planning of social policies.

3. QUALITY AND SERVICES ORGANISATION

The quality of services has a direct impact on the quality of life of citizens. In order to tackle this aspect, besides **quality certification** and **accreditation**, it is important to consider other actions: Synergia works according to the principle of the **active participation of stakeholders** within the framework of **continuous learning**.

It implies an involvement of the customer in all phases of the work, since the very beginning of the project. In social services, which have a strong relational aspect, **social workers guarantee the quality of delivery**. But single professionals can not face problems all by themselves, they need to share with a participatory approach issues and solutions.

Round tables and **workshops**, aimed at creating **protocols, self-evaluation tools, networking** among services, as well as **Job Satisfaction quantitative surveys**, are in the experience of Synergia suitable ways of using and emphasizing their competencies. **Evaluation tools** and **quality indicators**, resulting from **a segmentation of the service in its dimensions**, represent a way to safeguard **user's rights**, the other main stakeholder of the services. His/her point of view is crucial and his/her satisfaction is one of the fundamental outcomes to be reached by each service.

In order to easily and efficiently collect data about users' opinions, whilst detecting the causal links between policy implementation and results, **Customer satisfaction surveys**, when used periodically, represent a reliable method which Synergia has been using for a long time, in order to give concrete suggestions in the process of continuous improvement of services.

4. ELDERLY CONDITIONS

In the past 20 years, society has come to consider the ageing of the population as a structural and inescapable phenomenon. Synergia has helped services, as well as central and local public administrations to acquire knowledge about this phenomenon and to adapt to social change, through actions and research aimed at increasing the understanding of the sociological characteristics of this process within specific contexts.

Today the ageing of the population brings up new problems requiring innovative strategies and tools, so as to suitably intervene to tackle them. The main consequence on the **system of services** is the **increase of the number of non self-sufficiency and chronic related pathologies** (first and foremost dementia). Resources have to be redressed so as to **support families with non self-sufficient elders**, also through new strategies and individualised and diversified care paths.

Residential services will keep having an important role to face care needs of non self-sufficient elders, but the **quality of assistance**, especially in its socio-relational and participatory aspects (let us think about **entertainment for guests** and **continuous training for workers**) can be improved, in order to give importance to the **“human” factor of care** and to improve patients’ quality of life and satisfaction.

Public administrations can also play an **important role in prevention**, favouring the capacity of the elder to redefine his/her biography and to progressively adapt to his/her new routine. This is why we think necessary to integrate the system of formal care resources with the **voluntary sector** and **family associations**; with **housing policies** and **Home care**; with **daily services** and **health prevention services**.

We should not forget that the majority of elders is still self-sufficient: for this target the issues of poor social participation, exclusion from the labour market, poverty risks have been studied by Synergia, so as to support decision-makers in putting interventions in place.

These are the challenges facing society and on which Synergia is working, for the development of **innovative strategies** and the **improvement of the quality and the efficacy of existing services**.



The internal department **Senior Consulting** deals uniquely with all relevant issues linked to elderly conditions.

5. FAMILY AND THE NEW GENERATIONS

Strong are the changes in the institution of the family today. "Normal" biographies are replaced by different ways of growing older and creating a family, each one with its specific potential and risks. Marital instability enlarges the group of **lonely mothers**, who are at major risk of poverty; the increasing number of **migrant families** represents a new challenge for social and health services, as well as schools; the increasing delay young people exit their family of origin with contributes to the **lowering of fertility**; elder women face the **double burden of taking care** of their parents and their grown-up children; the labour market is not sufficiently prepared to help **balancing family and work life**.

Since many years Synergia studies the **biographies of families** and their **strategies to answer to their own social needs**, as we think that the support to families has to be based on the knowledge of cultural and demographic specificities of single local contexts on one side, and on the analysis and evaluation of **policies** and services targeted to them, on the other.

Through **social surveys, analyses of services, feasibility and impact studies**, we bring out the relationship between single individuals, families and welfare systems, thinking that a family-targeted policy, aimed at making the best out of their resources, has to integrate social services with labour, fiscal, education and health policies.

A special attention has to be dedicated to the **new generations**, as well: we develop **quantitative and qualitative surveys** and **consultancy** to schools, studying phenomena such as **school drop outs** and **substances abuse**, the specificity of **second generation migrants**, integrating our studies with prevention programs or **Thematic Observatories**. We try to **read and describe social change, to listen to the voice of the youth** and to **give to education agencies tools** that are able to **help youngsters to develop their talents and abilities** and to spread their voice to the society at large.

6. NON SELF-SUFFICIENCY AND SOCIAL AND HEALTH INTEGRATION

Social and health integration represents one of the most significant challenges for long term care policies.

The ageing of population influences the emergence of social and health problems and the trend is on the increase. A **growing demand for services** is expected within the framework of innovations in policies targeted to disabled people. Let us refer to the introduction of ICF, the diffusion of **individualised care plans** and **single points of access to services**, the issue of **taking charge of a patient if the family can not do it any longer**, **new perspectives of labour insertion**, opportunities offered by **new technologies**, the overcoming of a sector logic, moving from the issue of frail elder and disability to that of **non self-sufficiency**.

The complex objective of **an adequate integration of social and health policies**, of different institutional actors (Regions, Health Departments, Municipalities and aggregates of municipalities), of health services, social health services, social services represents the base for an improvement of the efficiency of the welfare system and an **increasing efficacy in terms of continuity of care**.

Within this framework Synergia offers **methodological and scientific support** to the **experimentation, the validation and the implementation of information tools** for the **case management**, for **multidimensional evaluation**, for the processes of taking charge of a patient, for the implementation of

information fluxes for the monitoring and the evaluation of social health integrated services (with particular reference to home and residential care).

Since many years we apply **methodologies of multidimensional evaluation and individualised planning**, as milestones of the care system for non self-sufficient patients. We promoted **experimental projects about multidimensional evaluation** at regional level, also through the **application of ICF** and we contributed to the development of regional **accreditation systems**.

7. MIGRATION AND INTERCULTURAL STUDIES

Social change and cultural, economic, political transformations triggered by the **international movement of people** and the challenges that these changes entail for institutions and civil society represent today a crucial priority for applied social research.

Synergia with its great experience and competencies, has been developing an approach to the analysis and the monitoring of the migratory phenomenon and related integration dynamics focused on their **historical development, social characteristics, cultural and economic specificities, all aspects impacting on the processes of social inclusion**. We use quantitative analysis and monitoring tools based on **sets of indicators**, integrated by interdisciplinary **qualitative field work, combining theoretical approaches** from sociology, anthropology, demography, economics, psychology, history and urban studies.

In the past few years we focused on **labour insertion**, taking into account also **health related aspects, housing needs**, problems connected to **cohabitation** and **conflict with the local communities**, as well as on the **interaction with local services** and on the necessity to develop innovative models of **mediation and intercultural education**.

Synergia has been also analysing emerging phenomena, like the **new transnational families** and the **second generations of migrants**, the **processes of lobbying** and **social and political participation** of groups and migrant communities, the issue of **ethnic business** and **self-employment**.

Within the framework of **empirical research** and the **support to policy planning**, we also reflected on the issue of **multiculturalism**, on new scenarios of citizenship definition, on the factors and conditions of development of social cohesion in urban settings, on recent co-development transnational experiences.

8. LABOUR AND EMPLOYABILITY

The labour market is changing. The legislation produced transformations in the flexibility of jobs, which radically impact on the relationship among employers, workers and unions.

The redefinition of the setting both on the organisation and the production fronts increases the risk of a fast obsolescence of professional competencies, so that today both employers and workers need to pay attention to **permanent redevelopment**, often with the worker ending up taking care of his/her own skills update. Within this framework it is more and more necessary to gain **knowledge on the functioning of local labour markets**, on **paths of professional mobility and training needs**, as well as on the **processes of insertion and integration of the weakest groups of population into the labour market**.

Synergia took part in both **local and international partnerships** promoting the **empowerment of workers**, with a special attention to **disadvantaged**

categories, such as disabled people and weaker groups such as youngsters, migrants, over 40s and women.

We use both **quantitative and qualitative approaches**, like for instance **case studies** or **set of indicators**, within the governance framework of a continuous dialogue among different types of actors.

In particular Synergia experimented the creation of monitoring systems (**indicators of social and working integration, mapping of work mediation services**) and mainstreaming activities in the field of **employability, equal opportunities promotion** and **diversity management** targeted to public and private organisations (training and consultancy firms, agencies of work mediation, work associations).

9. TRAINING ACTIVITIES

Synergia produces “oriented knowledge”, which means applied research as a support to services and welfare policies.

Synergia offers **training courses for social workers, services professionals and top managers**: the contents are always related to field **experiences**.

For example, the planning and the implementation of Observatories and Social Information Systems, the improvement of services and the creation of sets of indicators, catalogues of best practices, tools for monitoring and evaluating activities, etc. become training contents to be discussed, evaluated, developed and possibly experimentally applied by the group of learners, whose work experience becomes a key element in the training.

The trainers are researchers and counselors who actually use the techniques and theories proposed during the course; so, the **training focus is always very empirical** – how it works, what happens, how to solve problems – and the **materials** include operative tools. Synergia, in fact, does not propose “standardized training” but plans interactive courses based on the specific requests of the client and the competencies of the learners, adopting different methodologies and drawing on a large multidisciplinary professional group.

Master, courses and thematic seminars are, in conclusion, the way to **translate, with the contribution of social workers and managers, the knowledge produce by research in tools to be used in their daily activities**.

10. MONITORING SOCIAL CHANGE

Organisations - public ones in particular due to their special “mission” - need to tackle the continuous change involving the targets of their actions. Public administrations need on one side to reproduce themselves in time, but also on the other side, in order to “transform change”, they need to **create innovation and continuously renew themselves**, improving their capacity to manage and organise first and foremost human, but also other resources, acquiring suitable working tools from the outside and internalising them.

For 20 years Synergia has been helping public administrations **monitoring change and developing innovation** with **consultancy and training**, using advanced techniques and defining, together with the organisation, the best strategies and tools to be developed, while following the training process step by step, with the aim of **transferring knowledge and internalising skills**.

Thanks to its **significant experience on international projects**, its qualified team of professionals able to work in **multilingual settings** and its **European**

network (made up of Ministries, regions, universities, research institutes, European associations), Synergia supports Italian public administrations (Ministries, Regions, Provinces, Municipalities, Health Departments) in activating and managing **mutual learning transnational projects**, that allow for an enlargement of their knowledge-base, for an exchange of good practices, for the experimentation of innovative strategies in the field of social, health, labour, training, new technologies, environment, renewable energies policies.

Synergia also offers to public administrations its know-how in the development of **innovative qualitative research methodologies** and **applied statistics**, for the creation of flexible and contextualised tools, to be used in particular to collect and analyse data on new social phenomena and multidimensional needs of different targets of population; on the economic and organisational structure of the system of services; on the quality granted to users.

In order to do it Synergia uses **multidisciplinary approaches**, **interdisciplinary knowledge**, **multidimensional tools** and **scrupulous methods** to collect data and produce information.

4. Equipe

Synergia creates multidisciplinary working teams based on the needs of each specific projects with internal staff and external professionals included in its relational network, choice which increases the quality of the technical offer. Qualified, customer-oriented, dynamic and motivated researchers provide consulting, qualitative and quantitative research, organisational support, implementation of Information Systems, scenario studies and human resources training.

Dr: **Luigi Mauri** (Chief Executive), directs the company since its foundation.

Dr. **Emilio Gregori**, Managing Director.

Dr. **Gianni De Dionigi**, Sole Administrator.

4.1 Researchers:

LUIGI MAURI

Political Sciences and Sociology Degree at Università Cattolica of Milan.

Sociologist, he held various research and teaching academic positions. For many years he was a public servant in the social policy sector, doing social and health planning, writing Social Plans, activating and implementing Social Information Systems, coordinating research and innovative actions in the field of welfare. He spent some time studying abroad, with a special focus on Social Information Systems of support to decision-making and related organisational processes, management of objective-oriented working teams. He was member and then consultant of the National Social and Health Information System Committee, at the Home Office. He developed the ability to direct complex scientific research, through the coordination of multi professional teams including experts (demographers, statisticians, sociologists, anthropologists, social psychologists) from public bodies, Universities, Research institutes. In the year 1989 he established with other partners Synergia, the company which he now heads. In this position he directed various complex, interdisciplinary empirical research projects, both at national and international level. Among others, he coordinated some of the most significant applied sociological studies on the issue of families and their strategies to face social and health needs, surveys on elderly conditions, as well as consultancy about the modelling and the implementation of Social Information Systems for Regions and Central bodies. He collaborated as expert with the Council of Europe. He is currently member of various scientific committees of regional and local Social Observatories. He published various papers and edited scientific books on the most relevant issues concerning social change and welfare policies.

EMILIO GREGORI

Political Economics and Statistics Degree at Bocconi University of Milan.

He works for Synergia since 2001. He is senior researcher and training consultant with methodological skills in statistics and multivariate analysis, specialised in the creation of tools for surveying data in social and economics research. He has experience in the planning and in the implementation of Social Information Systems and in the application of statistical methods for evaluating quality in social, health and employment services. Since the year 2006 he manages Synergia, with specific responsibilities on the general coordination of activities. He also collaborates to the teaching of the Studies on Decision-

making Department (Dipartimento di Scienze delle Decisioni) of Bocconi University in Milan. He published and edited various papers and scientific books on welfare policy.

CARLO PENATI

Political Sciences and Social Policy Degree at Università degli Studi of Milan. Specialisation in Occupational Psychology at the School of Psycho-sociology of the Organisation of Milan. Expert of organisational development and human resources management, he worked in various research projects of Synergia and collaborated to many publications on the issue of welfare policy. He is Managing partner of the company Koinos based in Milan, which operates in the field of direction consultancy, with the mission of helping companies in processes of organisational change, required by changing needs of clients, changing markets, changing competitive scenarios, changing legislation. He holds the scientific responsibility of complex programs about the modernization of the Italian public administration and he collaborates with many different public and private bodies. He teaches Economics, business organisation and management at Università Cattolica in Milan.

GIOVANNI VIGANÒ

Economics, Statistics and Social Policy Degree at Bocconi University in Milan.

He works for Synergia since 2004. He is Deputy Managing Director, senior researcher in charge of the Information Systems and Research Area and he specifically deals with Social Information Systems for social and health policy, with the evaluation of public policies, with the analysis of the strategies of families for facing their social and health needs, with the analysis of care paths of elders and with the multidimensional evaluation of non self-sufficiency. He coordinates and implements quantitative surveys within European projects and has experience in the scientific coordination of international and multidisciplinary working teams. He studied Event History Analysis at Essex University (UK). He published various scientific papers especially on the issue of Information Systems and Social Observatories, on elderly conditions and family strategies.

REBECCA ZANUSO

Master in Local Development and Social Quality at Bicocca University of Milan. Social Anthropology Degree at School of Oriental and African Studies – University of London (UK)

She works for Synergia since 2000. She is senior researcher in the qualitative research area of social policy. Her main fields of interest are: women, family changes, services for children and young people, the balancing of family and work and related policies, children living inside residential structures, the analysis of the quality of social and health services, with particular reference to the issue of the active role of users. She published many scientific papers.

FRANCESCO GRANDI

Master in Immigration and social transformations at Università Ca' Foscari of Venice. Modern Literature Degree at Università Statale of Pavia.

He works for Synergia since 2005, he coordinates surveys and action-research projects on migration both at European and local level, in particular within the framework of services and Observatories on migration. He studies in particular the integration and the psycho-social health dynamics of migrant workers; social cohesion and social and working integration; migrants' entrepreneurship; the role of local administrations and social services in the integration process of migrants; family reunifications; second generations; asylum seekers and refugees; the dynamics of social and political participation of migrants. He also developed experiences in conducting action-research in urban settings, aimed at the development of social cohesion within local communities,

as well as research experiences on family strategies and elderly conditions. He published many papers and edited scientific books on various issues related to welfare.

**GIULIANO
PATERNITI**

Master in Promotion of Social Participation at Università degli Studi Carlo Bo of Urbino.
Degree in Sociology at Bicocca University of Milan.

He works for Synergia since 2004. Senior researcher and trainer, he deals with the main issues related to welfare policy and Social Information Systems. In particular he participates to different projects of modelling and implementation of Social Information Systems and single data fluxes development. He has also the relevant related technological competencies. He conducted quantitative and qualitative studies on organisation, planning and policy innovation, on labour policies and drug dependency. He also worked on the issue of employment integration and housing conditions of migrant populations. He contributed to the writing of many reports and published various scientific papers.

PAOLO BORGHI

Communications Studies Degree at Turin University.

He work for Synergia since 2007. Senior researcher, he focuses on migration and interculture. In particular he works at local, national and European level with action-research projects, developing indicators of integration; studying the phenomenon of associations formation; studying political participation; the socio-demographic characteristics of migration fluxes; the psycho-social health of migrant workers; family reunifications; care work, both on the side of the families and on the side of the migrant care worker. He also collaborates to projects of Social Information Systems. He developed a wide experience in the management and in the monitoring of complex international projects. He contributed to the writing of many reports and published various scientific papers.

DANILO BOLANO

Economics and social Sciences Degree at Bocconi University of Milan.

He works for Synergia since 2008. He does empirical research on the transitions of life courses, on low fertility and on the ageing of the population. During his studies he dealt with theories of political and applied economics (micro economy, macro economy, labour economics). In the field of social sciences he has specific methodological competencies in the quantitative processing of data. He collaborated with European demographic institutes on the issue of reproductive intentions of women. He is currently developing a specific competence in the field of the analysis of the quality of social and health services.

MARTA DISTASO

Her formative experience brought her to develop specific competences in the analysis of the labor market and of the welfare systems. Her graduation thesis was on poverty and its measurement methods.

Operating at Synergia since 2009, she has been dealing mainly with qualitative research and she collaborates to projects of social issues concerning minors, immigrants and the balancing of family and work.

**MARCELLO
ZACCHETTI**

Statistics and Economics Degree at Bicocca University of Milan.

He collaborates with Synergia since 2008, doing social research, qualitative and quantitative surveys, statistical data processing and analysis. He has specific statistical competencies on socio-economic data and he is currently developing qualitative and quantitative analyses on services for children.

4.2 External experts:

- ANNA BANCHERO** Sociology and Pedagogy Degree.
She was director of the Social Policy Department of the Liguria Region and she is currently consultant of the Regional Health Agency. She is an expert of social and health planning, with a special focus on non self-sufficiency, social services organisation, Essential Assistance Levels. She is also consultant of the Conference of Regions and Autonomous Provinces, of the Ministry of Labour and welfare and of the CNR (National Council of Research) on issues such as: disability, long term care, elderly conditions, information system for non self-sufficiency.
She published many scientific papers and books and teaches Services Organisation at Genoa University.
- FRANCESCO BILLARI** Doctor in Demography at the Statistics Department of University of Padua. Political Economy Degree at Bocconi University in Milan.
Full Professor of Demography and Director of the Economics and Social Sciences course (DES-LS) at Bocconi University of Milan, he teaches also Statistics. He is Fellow of the Innocenzo Gasparini Institute for Economic Research (IGIER). Between 1999 and 2002 he was in charge of the research team "Demography of Early Adulthood" at the Max Planck Institute for Demographic Research in Rostok. He is also a Board member of this institution. He is currently General Secretary of the EAPS, European Association of Population Studies, where he is co-chair of the Working Group on the Second Demographic Transition in Europe. He is also member of the Scientific Panel on Transitions to Adulthood in Developed Countries at IUSSP - International Union for the Scientific Study of Population, based in Paris. He mainly dealt with the study of life courses (in particular the transition to adulthood, family formation and fertility), and related methodological aspects, and with the regional comparisons of demographic behaviours. Associate Editor of the scientific journal Demographic Research and Honorary Board Member of Applied Population and Policy, he published papers on the most important international journals, among which: Population Studies, Population and Development Review, European Journal of Population, Genus, Mathematical Population Studies, International Journal of Population Geography. He also published on journals of other disciplines, such as Journal of European Social Policy, Labour, Regional Studies and he edited various books, also with Synergia. He has been recently invited to write the Life course analysis entry for the Encyclopaedia of Population and the Background Paper on the dynamics of family formation and dissolution for the European Population Forum 2004, organised by the United Nations in the decennial of the Cairo Conference.
- FRANCO BRUSSOLO** Applied Psychology Degree at University of Padua.
Labour psychologist and psychotherapist he established, with others, the A.I.F (Italian Association of Trainers) and the Copernico (Centre for the psychoanalytical research on groups). He started by working for different multinational and Italian companies and since twenty years he is a senior consultant for major consultancy firms. He specifically deals with the management training and the evaluation of potential of human resources, by using original approaches, such as: the method of "Autocasi", the critical relationship between boss and employee, the technique of the semantic Identity for the indirect surveying of individual potential. He also developed specific competencies on customer and job satisfaction evaluation within complex organisations. He is author of articles and publications in the field area of study of organisations and related behaviours.

- DORA GAMBARDILLA** She teaches Social research methodology at the Sociology Department of Federico II University of Naples, she focuses on the issue of social exclusion, equal opportunities and the study of marginalisation and poverty. With Synergia she collaborates at the implementation of Information Systems for social policy.
- ELENA GRANATA** Doctor in Environment and Local Planning at the Politecnico of Milan. Architecture Degree at the Politecnico of Milan. She teaches urban and local studies at the Politecnico of Milan. She deals in particular with urban regeneration policies, housing and social integration policies and aspects related with migration at local level. During the last few years she collaborated to studies promoted by different public bodies at national, regional and local level, as well as third sector associations and foundations.
- MASSIMO GUALZETTI** Physics Degree at Milan University. He contributes to the design and to the implementation of local development projects, also coordinating complex actions at international level. He is also a consultant and a trainer in the fields of: human resources development, start-ups, marketing, quality certification, innovation and research. He also supports the management in the processes of change. He directed different companies and associations and he is currently a partner of Cluster, a company specialised in the planning and in the implementation of local and human development actions.
- CHIARA LAINATI** Philosophy and Social Anthropology Degree at Siena University. Anthropology teacher in the Master in Intercultural Training at Università Cattolica of Milan, adjunct professor of the same subject in the Multicultural societies course at the Sociology Department of Università degli studi of Milan – Bicocca, she does socio-anthropological research on migration within the framework of local and European projects, in collaboration with Universities, public bodies and third sector organisations. From 1999 to 2002 she worked in Tunisia and Morocco within projects of international cooperation aimed at building the capacity of local public bodies in defining equal opportunity policies for the labour integration of women. With Synergia she participates to surveys and action-research projects on migration at international and local level.
- ROBERTO MAURIZIO** Researcher, trainer and consultant on youth policy and services for minors and children, he collaborates with different public and private bodies, developing projects related to the promotion of young people well-being, the implementation of thematic Observatories, research on juvenile detention and training packs. Between 1994 and 2004 he held an institutional position at the Juvenile Court of the Piedmont and the Valle d'Aosta Regions. He has also been a member of the national Commission for prevention of youth problems established at the Home Office, of the national commission of youth associations for the prevention of youth problems, of the national commission on Information Systems for young people.
- MARIA PIA MAY** Political Sciences Degree at Università Cattolica of Milan. Professor of Social research methodology at Università degli Studi of Milan – Bicocca she has also taught to adults. In particular she taught at Milan, Messina and Sassari Universities and at social workers training schools (Ensis, IREF, Regional School for social workers, Municipality of Milan). She coordinated many research projects about women, family, social policy for public and private bodies. She also worked on social and health services, with special reference to data processing and the implementation of Social Information Systems and databases.

- GIGI MONTOLI** Master in Administration Studies. Degree in Business Economics. Specialisation in Change Management at M.I.T. (Boston, USA) and in General Management at INSEAD (Fontainebleau, France). In 2006 he created and still administers LARETIS Italia – Network for Innovation and Development. From 1988 to 2005 he was Director consultant in the General management field and held the position of Chairman and City manager of various public bodies and private companies. From 1976 to 1987 he was manager with international profile within a high technology multinational company, where he dealt with Information Systems, Management Systems, Human Resources, Planning and Development, Processes Organisation, Change Management. Free lance journalist since 2003, he collaborates with private and public management magazines. He participated to the publishing of various books, articles and papers on issues of Management and Local Development.
- CHRISTIAN NOVAK** Architecture Degree at Politecnico of Milan. He teaches Urban and Local Studies at Politecnico of Milan and works in the field of urban planning. He did research and published papers on the issue of the local impact of migration in the Milan area and on the issue of housing policies. He wrote articles and organised seminars on migration and urban transformations, on urban and housing policies, on conflict resolution and local development and urban analysis methodologies. He does also visual research for private bodies and in collaboration with the Architecture and Planning Department of the Politecnico of Milan.
- MATTHIAS OBERBACHER** Sociology and Social Policy Degree at Trento University. He collaborates with the Cusano Accademia of Bressanone and the provincial Observatory on Migration, as well as with the Centre for the protection against social discrimination of the Bolzano Province. He has research experience on the issue of migration, discrimination and equal opportunities.
- NICOLA PASINI** Doctor of Sociology and Social Research Methodology at Università Cattolica of Milan Political Sciences Degree at Università degli Studi of Milan Associate professor at the Political Sciences Department of the Università degli Studi of Milan, he teaches Politics and Administration within the first cycle degree course in Management and Public Administration; he teaches Local Government in the second cycle degree course of Administration and Public Policy. His research interest regards mainly the analysis of public administration, its relationship with politics and the transformation of welfare systems in democratic societies. He tries to catch the complex weaving between positive and normative aspects in the design and in the implementation of public policies. His central issues are:
 1.ethical issues in public administrations, with special reference to the relationship between the political and the administrative “classes”;
 2.health policies;
 3.social policy, with special reference to health of migrants;
 4.the government of local bodies;
 5.the transformation of political parties with a special focus on the Italian system.
 Among his many assignments:
 since 1995 he is referee for the health and social sector of ISMU Foundation, Milan;
 since 1999 he coordinates the Ethics and public administration Sector of the Institute Politeia, Milan;
 since 2001 he is alumnus of the Young Leader Program of the Council for the relations Italy-USA;

since 2004 he directs the “Centro di Formazione Politica” (Centre for Political Training), Milan;

since 2005 he is member of the committee of Glocus;

since 2008 he is member of the scientific committee of the Institute of European Democrats.

GLORIA PESSINA

Urban planner, she did research at the Architecture and Planning Department and within the Development Laboratory of the Politecnico of Milan, in particular within the framework of projects on housing policies and the presence of migrants in the Lombardy Region, and at the IWA-TU Wien (Austria).

With Synergia she participates to empirical research on the issues of migration, women and public policy.

**ALESSANDRO
POZZI**

Political Sciences Degree at Università degli studi di Milan.

Expert of research design, fund raising and partnership building, he does research in the fields of welfare, labour policies and planning of public policy. He participates to national and European projects dealing with training, the labour market, professional integration, school drop-out and urban governance.

PIERO RONDANINI

Philosophy Degree at Università Cattolica di Milan.

Professor of Social research methodology at the Training Department of the Università Cattolica di Milan, since many years he does consultancy and research for different companies. For example “Il Sole 24 ORE Spa” (In charge of the Central Marketing Database between 1996 and 2001); “RCS Editori” (In charge of the Central Marketing Database between 1991 and 1996); “Reader’s Digest” (In charge of Analysis and Research, between 1985 and 1991); “DOXA Srl” (In charge of Research between 1979 and 1985).

FRANCO TONIOLO

Sociology Degree at Trento University and specialisation in Administration Studies at Bologna University.

Director of the Health Sector since 1975, between 1995 and 2005 he was Regional Secretary for Social and Health Policies of the Veneto Region, as well as in charge of the Technical Office of the Commissions of the Regional departments of Social and health Policies, within the framework of the Conference of the Regions. He was President of the Agency for regional health services between 1999 and 2005. He did research and training at international level and edited more than 200 publications, mainly on journals. He is currently involved in the training of social and health managers and he holds the position of Director of CUOA Sanità (school of health and social management based in Veneto).

**LUCA
MASSIMILANO
VISCANTI**

Doctor in Business Administration and Management at Bocconi University of Milan. Business Economics Degree at Bocconi University of Milan. Visiting researcher at Leeds School of Management, University of Colorado, Boulder in the year 2005/2006 and visiting professor at Ecole Supérieure des Affaires, Université Lille2 in 2007/2008, he currently teaches in the Management Department of the Bocconi University of Milan and directs the Master course in Marketing and Communication of the Bocconi University. He did research on the following issues: consumers’ behaviour and use of services; ethnicity and culture; Consumer Culture Theory; ethnic marketing and diversity management; queer studies; elderly consumption; Mediterranean marketing.

**FRANCESCA
ZAJCZYCK**

Law Degree at Università degli Studi of Milan. She teaches Urban Sociology at Università degli Studi of Milan - Bicocca and she holds, among the others, the following positions: Vice-Director of the Sociology and Social Research Department of the Università degli Studi of Milan - Bicocca; Director of the interuniversity Centre on city times; Co-director of the Observatory on Urban poverty of the Bicocca University; mobility manager of the Bicocca University and member of the coordinating team for the project "Mobility management for the Milan University system" promoted by the Cariplo Foundation; member of the scientific committee of Mo.Ve – Observatory on sustainable mobility in European metropolitan areas; member of the scientific committee of the School of methodology for Social research of the AIS. Author of many scientific publications, she is active in research and teaching of issues related to contemporary cities (first and foremost Milan) and their transformations: urban poverty, changing neighbourhoods, the suburbs, city times, the balancing of family and work for women. She has been recently studying also the issue of the poor presence of women in the economics and political decision-making scene.

SARA ZAVARISE

Design and Communication Degree at Politecnico of Milan.
Documentary film-maker and editor, she directed documentaries on social and international cooperation issues for different bodies and institutions. She is a member of ZaLab, a video production group which contributed to the creation of different other groups in Developing countries, supporting local documentary-making. As editor, she also collaborates with Jolefilm.

Curriculum



SYNERGIA

Knowledge and Management for Social Change

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CURRICULUM

This is the list of projects implemented by Synergia in more than 20 years of activity. Projects have been divided into thematic areas, so that some projects appear in more than one area.

1. PLANNING OF SERVICES

<u>Year</u>	<u>Customer</u>	<u>Project</u>
2011 2012 2013	University of St. Andrews (applicant)	ORION - Overdose Risk InFormation Project
		'Drugs Overdose Kills One European Per Hour' (EPHA, 2008) - an alarming but reasonably accurate reflection of the most recent reported European figures (EMCDDA, 2009a). This simple headline however does not account for the complex nature of the overdoses reported or the various comorbidities associated with non-fatal overdoses (Warner-Smith et al, 2002). A number of the fatal overdoses reported in the European reports have occurred alongside the presence of other substances e.g. alcohol, benzodiazepines, cocaine which raises important concerns relating to the influence of poly-drug consumption on fatal overdoses (EMCDDA, 2009a). The toxicological reports add weight to the need for interventions which can address these complex needs. Individuals who take an overdose may in some instances receive health care for substance misuse. However evidence is clear that treatments themselves do not necessarily change the behaviours which put them at higher-risk of fatal overdose. ORION aims to utilise an e-health tool in an innovative approach to raise awareness of factors which influence risk overdose in a European population identified as high-risk. By developing a decision analysis model it is possible to identify personalised risks of subsequent overdose and utilise a targeted approach to provide health care to improve awareness and understanding.
		Partner: Business Solutions Europa, Aarhus University Hospital Risskov, Universität Duisburg - Essen, Università degli Studi di Milano – Bicocca
2010	Regione Puglia	Management and development of Social Information System of Puglia Region
2010	Regione Puglia	Monitoring the social expenditure of the Municipalities in Puglia Region
2009	Regione Puglia	Analysis on the cost structures of child care services in Puglia Region
2009	Agenzia Regionale Sanitaria - Liguria	Survey on economic and management aspects of child care services in Liguria Region
2008	Regione Puglia	Management and development of Social Information System of Puglia Region (2008, 2009)
2008	Comune di Leno, Comune di Ghedi, Comune di Bagnolo Mella	Support to the planning of the first joint "City life time plan"
2008	Comune di Cormano	Research and consulting activity for the implementation of a "Pedibus" service
2008	Provincia di Cremona	Feasibility study for the realization of an Agency for the social integration of migrants

2007	Regione Veneto, Ulss Veneziana	Revisit of the information flow on home assistance services (SAD-ADI)
2007	ARSAC – Associazione delle Residenze Socio Sanitarie Assistenziali della provincia di Cremona	Analysis on the rest home trend demand
2007	Regione Veneto, Ulss Cittadella	Study on the average charge in residential services for the elderly in Veneto Region
2007	Regione Autonoma Valle D'Aosta	Conference "The elderly condition:new social policies for new social care needs"
2006	Regione Puglia	Planning and implementation of the Social Information System of Puglia Region
2006	Regione Lombardia	Il information flow on accomodation facilities for migrant in Lombardy
2005	Comune di Cormano	Project "City life time plan"
2005	Regione Lombardia	Information flow on accomodation facilities for immigrants in Lombardy Region
2004	Comune di Cormano, Comune di Bresso, Comune di Cusano Milanino	Project LetWeKnow
2004	Provincia Autonoma di Bolzano - Alto Adige	Assesment Center
2004	Ires - Istituto Ricerche Economiche Sociali	Monitoring of implementation of the Law 328/2000
2004	Comune di Milano, Comune di Brescia	Consulting for setting up a child care service
2002	Provincia di Milano	Feasibility study for the development of child care facilities at work in Province of Milan
2002	Ulss Adria	Consulting to the realization of the "Social Zonal Plan"
2002	Provincia di Milano	Support to the realization of Social Plans in three districts of Province of Milano
2002	Regione Marche	Child care services in Marche Region
2001	Provincia di Mantova	Consulting for the start-up of a gerontologic prevention space
2000	Regione Autonoma Friuli-Venezia Giulia	Project "Monitor"
2000	I.Re.R - Istituto Regionale di Ricerca della Lombardia	Support to the accreditation process of services for disabled

1999	Regione Veneto, Ulss Vicenza	Prevention and Well-being of the Elderly
1999	Regione Autonoma Friuli-Venezia Giulia	Study on poverty conditions of the population
1999	Provincia Autonoma di Bolzano - Alto Adige	Study on poverty conditions of the population
1999	Regione Lombardia	Consulting and training activities for the activation of Regional Center for female entrepreneurship Partner: CdIE - Centro di Iniziativa Europea
1998	Provincia di Milano	Quali-quantitative census of housing requirement of non-EU citizens
1998	Provincia di Cremona	Study on training requirements for child care operators
1998	Provincia di Como	Study on training requirements for social workers in the minor and disability area
1998	Comune di Lissone, Comune di Villasanta	Drafting the Social Services Chart
1997	Provincia di Varese	Study on training requirements for social workers of retirement homes and CSE
1997	Provincia Autonoma di Bolzano - Alto Adige	Study on poverty conditions of the population
1997	Provincia Autonoma di Bolzano - Alto Adige	The network of services for minors in Province of Bolzano
1997	Provincia di Lodi	Census and study on principal organizational features of social assistance voluntary associations
1997	Provincia di Cremona	Study on training requirements for social workers in disability services
1997	Provincia di Lodi	Socio-organizational study on regional SAD/ADI services
1996	Provincia di Milano	Social-statistical survey on basic social services of the Province of Milano
1996	Regione Autonoma Friuli-Venezia Giulia	Consultancy for the social assistance and social-sanitary regional planning
1996	Provincia di Milano	Sociological study of Day Care Centers for the Elderly
1996	Provincia di Milano	Sociological study on Youth Gathering Places
1996	Regione Autonoma Friuli-Venezia Giulia	Socio-organizational study and training activity on regional SAD/ADI services
1996	Provincia di Milano	Census and study on principal organizational features of social assistance voluntary associations

1996	Ministero dell'Interno	Publication of the book: "“Pagine aperte 2. Sistemi di conoscenza e gestione del cambiamento”
1996	Provincia di Varese	Implementation of the Documentation and Social Information Center
1996	Provincia di Milano	Writing the book: "Criticità nei servizi sociali. Analisi qualitative in un'area metropolitana"
1995	Provincia di Cremona	Observatory for the Elderly of Cremona Province
1995	Regione Veneto	Writing the book: "Derive. Stati e percorsi di povertà non estreme"
1995	Provincia di Milano	Socio-organizational study on Socio Educational Centers for the handicap
1995	Università di Pisa	Statistical and sociological analysis for a National Research Council project
1995	Comune di Genova	Training activity for municipal social managers and outlining of the social report
1994	Provincia di Milano	Periodical survey of customer satisfaction in a sample of child care facilities
1993	Regione Emilia Romagna	First Reception Centres for Migrants
1993	Provincia di Cremona	Sociographic analysis on Home Care Assistance Services
1993	Provincia Autonoma di Bolzano - Alto Adige	Socio-organizational study on rest homes and on management styles
1992	Ministero dell'Interno	Writing the book "Pagine aperte. La formazione e i sistemi informativi"
1992	Governo del Canton Ticino - Switzerland	Sanitary report on the Canton Ticino population
1992	Provincia di Padova	Chek up of the Information System "Provinciatel"
1992	Università di Trento	Report on socio-demographic dynamics in Italy
1991	Ministero delle Aree Urbane	Study on sociological aspects of the urban mobility
1990	Provincia di Milano	Analysis and technical support to the management of the Social Assistance Information System
1990	Consorzio Servizi Sociali di S. Bonifacio	Analysis of organizational procedures in a care service for elderly people
1990	Provincia Autonoma di Bolzano - Alto Adige	Sociological study on Home Care Assistance Service and analysis of the users

2. INFORMATION SYSTEMS AND SOCIAL OBSERVATORIES

<u>Year</u>	<u>Customer</u>	<u>Project</u>
2010 – 2012	Regione Basilicata	Planning and implementation of Basilicata Region Social Information System Partner: Tab Consulting
2010	Provincia Autonoma di Bolzano – Alto Adige	Systematizing the data flows on non self sufficiency
2010	Agenzia Regionale Sanitaria - Liguria, Ministero del Lavoro, Salute e Politiche Sociali	Second pilot inquiry for the implementation of the SINA - Information System for Non Self-Sufficiency
2010	Regione Puglia	Management and development of Social Information System of Puglia Region (Second year)
2010	Regione Lombardia	Mapping of migrant associationism in Lombardy region (Second year)
2009	Agenzia Regionale Sanitaria - Liguria, Ministero del Lavoro, Salute e Politiche Sociali	Pilot inquiry for the implementation of the SINA - Information System for Non Self-Sufficiency
2009	Provincia di Cremona	Planning of the Provincial Young Observatory
2009	ASL Bergamo	Modelling of Punti Unici di Accesso to the network of social and social-sanitary services
2009	Regione Lombardia	Mapping of migrant associationism in Lombardy region
2009	Regione Puglia	Information flow on out-of-family children
2008 - 2009	Regione Puglia	Management and development of Social Information System of Puglia Region
2008	Regione Puglia	Planning of the Regional Observatory on Immigration
2008	Provincia di Cremona	Feasibility study for the realization of an Agency for the social integration of migrants
2007	Regione Veneto, Ulss Veneziana	Revisit of the information flow on home assistance services (SAD-ADI)
2007	Regione Campania	Restarting of the Social Information System of Campania Region (SISARC)
2007	Provincia Autonoma di Bolzano - Alto Adige	Provincial Observatory on Migrants (Fifth year)
2006	Regione Puglia	Planning and implementation of the Social Information System of Puglia Region

2006	Provincia di Brindisi, Provincia di Foggia, Provincia di Lecce, Provincia di Taranto	Activation of Observatories on Social Policies in province of Brindisi, Foggia, Lecce and Taranto Partner: Euromediterranea Pianificazione e Sviluppo, Ires - Istituto Ricerche Economiche Sociali, Associazione Nuovi Lavori
2006		Scientific management of the conference on Information Systems Partner: Fondazione Smith Kline
2006	Provincia Autonoma di Bolzano - Alto Adige	Provincial Observatory on Migrants (Fourth year)
2005	Regione Campania	Regional Social Information System - Campania Region Partner: Università di Napoli Federico II
2005	Provincia Autonoma di Bolzano - Alto Adige	Provincial Observatory on Migrants (Third year)
2004	Formez	Survey on Social Information Systems status Partner: Ires - Istituto Ricerche Economiche Sociali
2004	Regione Basilicata	Planning of the Regional Social Information System in Basilicata Region
2004	Provincia di Pescara	The critical steps of school non-attendance and work placement
2004	Provincia Autonoma di Bolzano - Alto Adige	Provincial Observatory on Migration (Second Year)
2003	ASL Varese	Observatory on Substance Dependence
2003	Provincia Autonoma di Bolzano - Alto Adige	Provincial Observatory on Migration (First Year)
2003	Provincia di Brescia, ALER – Brescia	Observatory on housing situation in Province of Brescia
2003	Regione Liguria	Training programme for technical offices on the social information system for the local planning
2003	Provincia Autonoma di Bolzano - Alto Adige	Provincial Observatory on Migrants (First year)
2002		Seminar on Social Observatories and the Social Information System Partner: Formez, Istat, Consorzio Mipa
2002	Formez	Training programme for operators in welfare development
2001	Regione Lombardia	Region Observatory for the Integration and the Multiethnicity (Years 2001 - 2009)
2001	Regione Marche	Implementation of a Social Information System for Social Policy Observatories
2001	European Foundation for the Improvement of Living and Working Conditions - Ireland	Partecipation in a project on the fragmentation and coordination of social policies in Italy

2001	Formez	Training programme for public managers on the social information system
2000 – 2001	Regione Autonoma Friuli-Venezia Giulia	Implementation of the Social Information System - SISAR
1997	Provincia di Lodi	Definition and planning of the Model for the Social Observatory in Province of Lodi
1997	Provincia di Como	Definition and planning of a model of Observatory on Elderly Condition
1996	Provincia di Milano	Social-statistical survey on basic social services of the Province of Milano
1996	Regione Autonoma Friuli-Venezia Giulia	Consultancy for the social assistance and social-sanitary regional planning
1996	Ministero dell'Interno	Publication of the book: "“Pagine aperte 2. Sistemi di conoscenza e gestione del cambiamento”
1995	Provincia di Cremona	Observatory for the Elderly of Cremona Province
1993	Provincia Autonoma di Bolzano - Alto Adige	Provincial Social Assistance Information System - SIPSA/LISYS
1993	Comune di Livorno	Training course for public servants on the Information System
1992	Regione Emilia Romagna	Regional Information System in the Maternal Infant Area
1992	Ministero dell'Interno	Writing the book “Pagine aperte. La formazione e i sistemi informativi”
1992	Comunità Montana Valchiavenna	Information flow on home care assistance for the Information System
1992	Governo del Canton Ticino - Switzerland	Sanitary report on the Canton Ticino population
1990	Provincia di Milano	Analysis and technical support to the management of the Social Assistance Information System
1990	Regione Veneto	SISA - Social Assistance Information System Partner: Studio Synthesis

3. QUALITY AND SERVICES ORGANISATION

<u>Year</u>	<u>Customer</u>	<u>Project</u>
2010	Regione Autonoma Valle D'Aosta	Implementation of the multidimensional evaluation system for the elderly (S.Va.M.A.)
2009 - 2010	Regione Veneto (applicant)	Quality care for quality aging: European indicators for Home Health Care Partner: Regione Basilicata, Municipality of Brussels, Municipality of Helsinki, National Union of Social Action Community Centres, Technologie - Netzwerk Berlin e. V., Municipality of Halandri, Municipality of Terrassa, Fundación Comunidad Valenciana - Región Europea, CdIE - Centro di Iniziativa Europea, Ulss Veneto Orientale <i>Synergia is partner of this transnational project aimed at the implementation of: a socio-demographic comparative analysis of trends related to the health conditions of the elderly population; an analysis of long-term care legislation, with a specific focus on home care; a transnational collection of good practices; the definition of guide-lines for the monitoring and the evaluation of home care services and the creation of a set of indicators for the monitoring of their quality.</i>
2007 - 2009	Provincia di Milano	Customer Satisfaction of some provincial services
2007	Provincia di Foggia, Euromediterranea Pianificazione e Sviluppo	Job Satisfaction analysis in residential facilities for elderly in Foggia Province
2006 - 2007	Regione Veneto, Ulss Vicenza	Implementation of the SVAM-A System
2005	Regione Lombardia	Monitoring and evaluation of the food education programme for students "Ortocircuito"
2004	Regione Basilicata	Customer satisfaction of the users of the childcare services
2003	Provincia di Parma	Study on labour, training and labour orientation services
2003	Regione Lombardia	Experimental project for the analysis of recreational activities in residential facilities for elderly
2003	Provincia Autonoma di Bolzano - Alto Adige	Customer and Job Satisfaction in in-patient wards in Province of Bolzano
1999 - 2003	Provincia di Milano	Customer Satisfaction of some provincial services
2002	Provincia di Mantova	Implementation of an evaluation sheet of the quality in Youth Gathering Places
2002	Associazione Fantarca	Evaluation of the educational and preventive impact of a film exhibition for the schools
2002	Comune di Bollate	Impact evaluation of the Guide for Social Services in Comune di Bollate
2002	Regione Emilia Romagna, AUSL di Ravenna	Customer Satisfaction in residential and local facilities for people affected by dementia

2001	Provincia di Cremona	Database of social workers of Nursing homes for the elderly
2001	Comune di Bollate	Realization of the Guide for Social Services of Comune di Bollate
2001	Provincia di Como	Database of social workers of Nursing homes for the elderly
2001	Regione Veneto, Ulss Vicenza	Conception and experimentation of a multidimensional evaluation form for disability (SVAM-D)
2000	Provincia di Como	Social worker dynamic database
2000	I.Re.R - Istituto Regionale di Ricerca della Lombardia	Support to the accreditation process of services for disabled
1999	Provincia di Varese	Database of social workers of Home Care Assistance and Child care center
1999	Scuola per le Professioni Sociali della Provincia Autonoma di Bolzano, Azienda Servizi Sociali del Comune di Bolzano	Organizational supervision of Rehabilitation Laboratory "Il Colle - Bolzano"
1999	Provincia di Cremona	Database of social workers in Community shelter for minors/disabled persons
1999	Scuola di Formazione in Lingua Italiana della Provincia Autonoma di Bolzano	Formative courses on quality and public services organization
1999	Regione Lombardia	Quality evaluation of the 1992 - 1997 regional training activities
1999	Provincia di Lodi	Customer Satisfaction in the network of facilities for the elderly and disabled person
1998	Banca Popolare Pugliese	Survey on customer expectations and satisfaction on the bank image
1998	Provincia di Cremona	Social operator dynamic database
1998	Provincia di Cremona	Guide to the socio-sanitary services
1997	Provincia di Lodi	Socio-organizational study on regional SAD/ADI services
1996	Provincia Autonoma di Bolzano - Alto Adige	Inquiry on perceived quality and customer satisfaction of home care services in Alto Adige
1995	Provincia di Milano	Project management software for Daily Care Center for the elderly
1995	Provincia Autonoma di Bolzano - Alto Adige	Customer satisfaction in day-care centers

1995	Provincia di Varese	Software for manage working authorization procedure
1995	Provincia di Cremona	Customer satisfaction in care facilities for people affected by dementia
1994	Provincia di Milano	Periodical survey of customer satisfaction in a sample of child care facilities
1993	Regione Emilia Romagna	Software for the management of regional grants related to assets of assistance sector

4. ELDERLY CONDITIONS

<u>Year</u>	<u>Customer</u>	<u>Project</u>
2010	Regione Puglia	Residential services for the Elderly in Puglia Region (IV year)
2010	Agenzia Regionale Sanitaria - Liguria, Ministero del Lavoro, Salute e Politiche Sociali	Second pilot inquiry for the implementation of the SINA - Information System for Non Self-Sufficiency
2010	Regione Autonoma Valle D'Aosta	Implementation of the multidimensional evaluation system for the elderly (S.Va.M.A.)
2010	Veneto Lavoro	Research on private care demand and on recruiting care givers in Veneto Region
2009 - 2010	Regione Veneto (applicant)	<p>Quality care for quality aging: European indicators for Home Health Care Partner: Regione Basilicata, Municipality of Brussels, Municipality of Helsinki, National Union of Social Action Community Centres, Technologie - Netzwerk Berlin e. V., Municipality of Halandri, Municipality of Terrassa, Fundación Comunidad Valenciana - Región Europea, CdIE - Centro di Iniziativa Europea, Ulss Veneto Orientale</p> <p><i>Synergia is partner of this transnational project aimed at the implementation of: a socio-demographic comparative analysis of trends related to the health conditions of the elderly population; an analysis of long-term care legislation, with a specific focus on home care; a transnational collection of good practices; the definition of guide-lines for the monitoring and the evaluation of home care services and the creation of a set of indicators for the monitoring of their quality.</i></p>
2009	Agenzia Regionale Sanitaria - Liguria, Ministero del Lavoro, Salute e Politiche Sociali	Pilot inquiry for the implementation of the SINA - Information System for Non Self-Sufficiency
2009	Regione Puglia	Residential services for the Elderly in Puglia Region (III year)
2009	Provincia di Cremona	Training activities on the results of the social survey on elderly population over age 70
2009	Provincia Autonoma di Bolzano - Alto Adige	Social Survey on two cohorts of people (50 - 64 and 65 - 79 years old)

2008	Regione Puglia	Residential services for the Elderly in Puglia Region (II year)
2008	Regione Veneto	Conference on the Multidimensional Evaluation Tools for the elderly
2007	Regione Veneto, Ulss Veneziana	Revisit of the information flow on home assistance services (SAD-ADI)
2007	Provincia di Cremona	Social Survey on elderly conditions and the needs of local elderly population
2007	ARSAC – Associazione delle Residenze Socio Sanitarie Assistenziali della provincia di Cremona	Analysis on the rest home trend demand
2007	Regione Veneto, Ulss Cittadella	Study on the average charge in residential services for the elderly in Veneto Region
2007	Regione Autonoma Valle D'Aosta	Conference "The elderly condition: new social policies for new social care needs"
2007	Regione Puglia	Residential services for the Elderly in Puglia Region
2007	Provincia di Foggia, Euromediterranea Pianificazione e Sviluppo	Job Satisfaction analysis in residential facilities for elderly in Foggia Province
2007	Provincia Autonoma di Bolzano - Alto Adige	Provincial Observatory on Migrants (Fifth year)
2006 - 2007	Regione Veneto, Ulss Vicenza	Implementation of the SVAM-A System
2006	Ires - Istituto Ricerche Economiche Sociali	Territories and non self-sufficiency. The role and the activities of the Labor Union Patronage
2004 - 2005	Provincia di Lecco (applicant)	Active@Work: Innovative Strategies and Alternative Working Arrangements to Promote Active Ageing Partner: University of Tampere, Empirica Gesellschaft für Kommunikations und Technologieforschung GmbH, University of Art and Design of Helsinki, Deutsche Bank, Network Occupazione <i>This two years project is aimed at the development and the mainstreaming of management strategies for the support of active aging on the labour market. Among its main products there is a sort of "firm social responsibility certificate", voluntarily acquired in case of implementation, within the enterprise, of specific policies for the active aging of workers.</i>
2003	Provincia di Como	The image of elderly persons among high school students
2003	Comune di Genova	Training programme for the start-up of an information flow on Home Care Assistance Services
2003	Regione Lombardia	Experimental project for the analysis of recreational activities in residential facilities for elderly
2003	Provincia di Cremona	Quality in RSA for the elderly

2003	Provincia Autonoma di Bolzano - Alto Adige	Customer and Job Satisfaction in in-patient wards in Province of Bolzano
2002	Scuola per le Professioni Sociali della Provincia Autonoma di Bolzano	Research training program for professional educators on elderly poverty in Comune di Bolzano
2002	Provincia Autonoma di Bolzano - Alto Adige	Master course for "consultants of excellence" supporting services for the elderly
2002	Regione Emilia Romagna, AUSL di Ravenna	Customer Satisfaction in residential and local facilities for people affected by dementia
2001	Somedia	Conference Third Age: a resource to enhance, a world to discover. Second Edition
2001	Provincia di Mantova	Consulting for the start-up of a gerontologic prevention space
2001	Provincia di Cremona	Database of social workers of Nursing homes for the elderly
2000	Somedia	Conference Third Age: a resource to enhance, a world to discover. First Edition
2000	SPI-CGIL Milano	Methodological consultancy at EU project "elderly news"
2000	Provincia di Como	Social worker dynamic database
1999	Provincia di Lecco	Training program for elderly care services manager
1999	Provincia di Como, Comune di Como, SPI-CGIL Como, FNP-CISL Como, UILP Como	Social Survey on elderly conditions and the needs of local elderly population
1999	Provincia di Varese	Database of social workers of Home Care Assistance and Child care center
1999	Provincia di Lodi	Customer Satisfaction in the network of facilities for the elderly and disabled person
1999	Regione Veneto, Ulss Vicenza	Prevention and Well-being of the Elderly
1998	Provincia di Cremona	Training course for the elderly daycare center managers
1998	Regione Piemonte	Social Survey on elderly conditions and the needs of elderly population
1998	I.Re.R - Istituto Regionale di Ricerca della Lombardia	Training activity for managers, medical nursing and social workers of Alzheimer's care units
1997	Provincia di Como	Definition and planning of a model of Observatory on Elderly Condition

1997	Provincia di Varese	Study on training requirements for social workers of retirement homes and CSE
1997	Provincia di Varese	Training course for rest home managers and coordination figures in social services
1997	Provincia di Lodi	Socio-organizational study on regional SAD/ADI services
1996	Provincia di Milano	Sociological study of Day Care Centers for the Elderly
1996	Provincia di Mantova	Training course for social operators of Mantova Geriatric Institute
1996	Provincia Autonoma di Bolzano - Alto Adige	Inquiry on perceived quality and customer satisfaction of home care services in Alto Adige
1996	I.Re.R - Istituto Regionale di Ricerca della Lombardia	Management training program for managers of retirement homes
1996	Regione Autonoma Friuli-Venezia Giulia	Socio-organizational study and training activity on regional SAD/ADI services
1995	Provincia di Cremona	Observatory for the Elderly of Cremona Province
1995	Comune di Settimo Torinese	Sociological study on the elderly women of the city
1995	Regione Autonoma Friuli-Venezia Giulia	Advanced management training course for managers of retirement homes
1995	Provincia di Milano	Project management software for Daily Care Center for the elderly
1995	SPI-CGIL Bergamo, Scuola Regionale per Operatori Sociali del Comune di Milano	Writing the book "Dentro la cura. Famiglie e anziani non autosufficienti"
1995	Università di Pisa	Statistical and sociological analysis for a National Research Council project
1994	Provincia Autonoma di Bolzano - Alto Adige	Basis management training course for new-managers of retirement homes
1994	Regione Piemonte	Management training course for retirement home managers
1994	Provincia di Varese	Social Survey on elderly conditions and the needs of elderly population
1994	I.Re.R - Istituto Regionale di Ricerca della Lombardia	Management training course for retirement home managers
1993	Regione Autonoma Friuli-Venezia Giulia	Management training program for managers of retirement homes
1993	Comune di Parabiago	Social Survey on elderly conditions and the needs of elderly population

1993	Provincia di Cremona	Sociographic analysis on Home Care Assistance Services
1993	Provincia Autonoma di Bolzano - Alto Adige	Socio-organizational study on rest homes and on management styles
1992	Comunità Montana Valchiavenna	Information flow on home care assistance for the Information System
1992	Regione Lombardia, Provincia di Cremona, Istituto Vismara dè Petri - San Bassano	Training and experimental activities for retirement homes
1992	Università di Trento	Report on socio-demographic dynamics in Italy
1991	Comunità Montana Valchiavenna	Training course for social workers, nurses and managers of Home Care Assistance Services
1990	Provincia Autonoma di Bolzano - Alto Adige	Training course for technical managers of Home Care Assistance Services
1990	Regione Veneto	Training course for retirement home managers in Verona area
1990	Consorzio Servizi Sociali di S. Bonifacio	Analysis of organizational procedures in a care service for elderly people
1990	Provincia Autonoma di Bolzano - Alto Adige	Sociological study on Home Care Assistance Service and analysis of the users

5. FAMILY AND THE NEW GENERATIONS

<u>Year</u>	<u>Customer</u>	<u>Project</u>
2013 2012 2011	European Federation for Street Children (applicant)	ESCAPE - European Street Children Anti-violence Programme and Exchange Partner:IAC - Instituto de Apoio à Criança, Associazione Maestri di Strada, Istituto Don Calabria, ACY - Alliance for Children and Youth, RAMAD- The Association of Roma Youth and Children in Slovakia, FRCCF - Romanian Foundation for Children, Community & Family, TPD - Society of the Friends of Children <i>ESCAPE project aims to foster a transnational knowledge exchange on peer and street violence evidence-based contrast and prevention practices addressed to street living/working children-adolescent with migration background and or belonging to minorities. The project aims also to define an East-West platform development between mainly "new" and "old" EU Member States to foster transnational strategies for promoting effective programmes to prevent and contrast street and peer violence and risk behaviour related to harmful lifestyles.</i>

2013 2012 2011	ASL Bergamo (applicant)	<p>TRIP - Testing in Recreational-settings prevention-Interventions addressed to Polydrug-users</p> <p>Partner:University of St. Andrews, NHS Fife, National Board of Health - MidWest Region, Cooperativa sociale Alchimia, Regione Lombardia, Consiglio di Rappresentanza dei Sindaci della Provincia di Bergamo, Prefettura di Bergamo, Eotvos Lorand University</p> <p><i>TRIP aims to develop at transnational level a prevention and harm reduction approach targeted to the combined use of licit and illicit substances (poly-drug use) by young people in recreational settings, including the finalization of theoretically and empirically validated guidelines for harm reduction and prevention project building and tools for monitoring the project effectiveness and assessing the short-term impact of the interventions delivered. TRIP also aims to further develop the experience and knowledge collected during the project "Prevention of poly-drugs addiction and reduction of drug-related harms programs for young people in recreational settings" - JLS/ DPIP/2007-2/001 where the same TRIP partnership studied 20 EU good practices in prevention and harm reduction projects in recreational settings by empirically operationalize and test the knowledge, the methodologies and the tools previously just theoretically developed.</i></p>
2013 2012 2011	Centro di Iniziativa Gay Onlus (applicant)	<p>RAINBOW - Rights Against INTolerance: Building an Open-minded World</p> <p>Partner:Arcigay, SAPI - Social Activities and Practices Institute - Bulgaria, Jekino, Bundesverband Jugend und Film e.V., COC Amsterdam, Schools Out, Arcilesbica Zami, Consultoria de Antropologia Aplicada - FARAPI S.L., European Children Film Association, Ararteko</p> <p><i>The project connects EU gay and lesbian associations, schools, media professionals promoting the rights of children and young people to their sexual identity and who fight against homophobia, in order to study stereotypes and challenge them with educational tools. An action-research targeted to education professionals (teachers mainly, but also educators of informal settings), as well as to children and young people, the final beneficiaries.</i></p>
2013 2012 2011	University of St. Andrews (applicant)	<p>ORION - Overdose Risk InfOrmatioN Project</p> <p>Partner:Business Solutions Europa, Aarhus University Hospital Risskov, Universität Duisburg - Essen, Università degli Studi di Milano - Bicocca</p> <p><i>'Drugs Overdose Kills One European Per Hour' (EPHA, 2008) - an alarming but reasonably accurate reflection of the most recent reported European figures (EMCDDA, 2009a). This simple headline however does not account for the complex nature of the overdoses reported or the various comorbidities associated with non-fatal overdoses (Warner-Smith et al, 2002). A number of the fatal overdoses reported in the European reports have occurred alongside the presence of other substances e.g. alcohol, benzodiazepines, cocaine which raises important concerns relating to the influence of poly-drug consumption on fatal overdoses (EMCDDA, 2009a). The toxicological reports add weight to the need for interventions which can address these complex needs. Individuals who take an overdose may in some instances receive health care for substance misuse. However evidence is clear that treatments themselves do not necessarily change the behaviours which put them at higher-risk of fatal overdose. ORION aims to utilise an e-health tool in an innovative approach to raise awareness of factors which influence risk overdose in a European population identified as high-risk. By developing a decision analysis model it is possible to identify personalised risks of subsequent overdose and utilise a targeted approach to provide health care to improve awareness and understanding.</i></p>

2012 2011 2010	Galdus (applicant)	<p>ARCKA – Assessing, Recognizing Competences and certifying Knowledge Acquisition. Valuing human capital of children of foreign origin in education and Training in Europe</p> <p>Partner: University of Huelva, Junta de Andalucia, NSS - Nouveau Saint Servas, Stichting Katholieke Universiteit Brabant, Ada und Theodor Lessing Volkshochschule, Fundatia Parada</p> <p><i>According to Lisbon objectives in education and training and under the assumption of the important role that schools have for integration (as stressed in EU CBP for immigrant integration policy), considered that valorisation of human capital is a primary asset not only for social integration issues, but also for a knowledge-based competitiveness benefit, in particular in time of economic downturn and labour market difficulties, the proposal, focusing on secondary education (11-18 years old students) aims to improve comparative knowledge on good practises of assessments and recognition of knowledge, skills and competences of migrant students entering and exiting the education system, in order to adapt teaching skills, to avoid the placement of migrant children in lower than their age-appropriate grades and to support new forms of knowledge certification useful for job research and mobility. The project wants also to promote an effective mutual exchange at translocal level between educational staff to share experiences and to identify common criteria to disseminate good practices in assessing and recognizing of migrant students competences and to improve equity and wellbeing in education, involving also migrant families.</i></p>
2012 2011 2010	Ai.Bi. - Associazione Amici dei Bambini (applicant)	<p>Empowering Non State Actors and Local Authorities in Moldova and Ukraine to promote social inclusion of young care leavers</p> <p>Partner: Bethania Christian Relief Association, Chisinau Municipal Directorate for the Child's Rights Protection, Business Advisory Centre, Centrul de Dezvoltare a Resurselor in Domeniul Protectiei Copilului si Familiei, State University of Moldova, Foster Family League, Region of Kiev, International women rights center La Strada, Eurochild AISBL</p> <p><i>The project aims to promote social inclusion of young care leavers in the Republic of Moldova and Ukraine through public-private partnerships. The project expect to achieve: increasing knowledge about constraints suffered by young care leavers, existing services in their support, challenges still to be faced and potentialities to be developed by Non State Actors and Local Authorities in each country; improving operational capacities of Non State Actors and Local Authorities in pursuing their mission; implementing effective supporting services for 600 young care leavers by Non State Actors and Local Authorities; increasing Non State Actors and Local Authorities influence on local and national decision making processes affecting young care leavers' destiny.</i></p>
2010 - 2012	Ai.Bi. – Associazione Amici dei Bambini (applicant)	<p>Supporting life after institutional care</p> <p>Partner:Romanian Association of Health Psychology, Foundation for Human Relations, Cooperativa sociale Csapsa, Aproapele (NGO), Ente Procura Generale della Congregazione delle Missionarie Figlie di San Girolamo Emiliani, Comune di Bologna, Municipality of Bucharest, Regione Sardegna</p> <p><i>This work stems from a previously financed Progress project, centred on young people who lived for some time within residential structures, which is a group at high risk of poverty and social exclusion. The previous project highlighted the need for a stronger preparation to independent life and for a reference figure acting as a guidance for life choices. The current project consists in experimenting in Bologna (Italy), Sofia (Bulgaria) and Bucharest (Romania) the training and the integration of a professional worker acting as an intermediary between care leavers and local services.</i></p>
2010 - 2011	Regione Lombardia (applicant)	<p>Acquiring knowledge and raising the quality of services targeted to minors victims of violence</p> <p>Partner:ASL Bergamo, Galdus, Valencia Region, Fundatia Parada, La Voix de l'Enfant, Ecip Foundation, Fundación Comunidad Valenciana - Región Europea, I.Re.R. - Istituto Regionale di Ricerca della Lombardia, CdIE</p> <p><i>The project intends to contribute to the protection of children and young people from violence, by enlarging the available knowledge-base on daily services targeted to them in each geographical area of the partnership, by exchanging good practices and by constructing a set of self-evaluation indicators on the quality of services.</i></p>

2010 - 2011	Ai.Bi. – Associazione Amici dei Bambini (applicant)	<p>The Child right to a family: foster care under the lens Partner: Regione Puglia, Comune di Bari, Romanian Association of Health Psychology, Aproapele (NGO), Municipality of Bucharest, SAPI - Social Activities and Practices Institute - Bulgaria, OUR Home Association - Poland, Eurochild AISBL – Belgium <i>The general aim of this project proposal is the promotion of appropriate and effective forms of foster care. The specific objective of the project proposal is the empowerment of civil society organisations operating in the partnership territories, in favour of children in need of substitute families without the breaking of family ties. In particular we will: identify the role of organisations in promoting foster care; create of a set of indicators able to evaluate the effectiveness of services and social programs; promote identified best practices.</i></p>
2010	Veneto Lavoro	Research on private care demand and on recruiting care givers in Veneto Region
2010	Regione Puglia	Child care services and residential services for minors in Puglia Region (IV year)
2009 - 2010	Regione Puglia (applicant)	<p>Services for women victims of violence: analysis of trends and impact evaluation Partner: Provincia di Foggia, Provincia di Bari, Provincia di Brindisi, Provincia di Taranto, Provincia di Lecce, Region Wallonie, Consultoria de Antropologia Aplicada - FARAPI S.L., Cap Sciences Humaines</p>
2009 – 2010	Regione Veneto (applicant)	<p>Protecting children in the child protection system Partner: N.A.D.I.A. Onlus, Municipality of Pordim, Municipality of Bucharest, Romanian Association of Health Psychology, New Bulgarian University, Ai.Bi. - Associazione Amici dei Bambini, Regione Veneto, Ulss Bassano del Grappa <i>Synergia is the scientific referee of this action-research project targeted to the personnel of residential structures for children of the Veneto Region and of the other partnership geographical areas. The idea is to supply them with practical working tools for the prevention, identification and management of violence within these settings.</i></p>
2009 – 2010	ASL Bergamo (applicant)	<p>Prevention of poly-drugs addiction and reduction of drug-related harms programs for young people in recreational settings Partner: University of St. Andrews, National Board of Health - MidWest Region, Eotvos Lorand University, Regione Lombardia <i>Transnational research project aimed at increasing the knowledge and exchanging good practices at European level on the issue of the prevention of poly-drugs addiction and reduction of drug-related harms programs for young people in recreational settings.</i></p>
2009	Provincia di Cremona	Planning of the Provincial Young Observatory
2009	Regione Puglia	Information flow on out-of-family children
2009	Regione Puglia	Analysis on the cost structures of child care services in Puglia Region
2009	Provincia di Lecco	Training activity to support the parenthood
2009	Agenzia Regionale Sanitaria - Liguria	Survey on economic and management aspects of child care services in Liguria Region
2009	Regione Puglia	Child care services and residential services for minor in Puglia Region (III year)
2009	I.Re.R - Istituto Regionale di Ricerca della Lombardia	Social and cultural determinants of motherhood

2008 - 2009	Ai.Bi. - Associazione Amici dei Bambini	Life after institutional care. Equal opportunities and social inclusion for young people: identification and promotion of best practices Partner: Regione Emilia Romagna, Association pour la Prévention et la Promotion de la Santé Psychique (PPSP), Latvian Foster Family Society (NGO), University of Latvia, Limbazi Centre (NGO), Ministry for Children and Family Affairs, Ministry of Labour and Family Policies, Municipality of Bucharest, Aproapele (NGO), Romanian Association of Health Psychology, Ministry of Labour and Social Policy, New Bulgarian University <i>This project is aimed at the development of local policies for the social inclusion of children who did not grow up within their families, but in residential services.</i>
2008	Regione Puglia	Child care services and residential services for minor in Puglia Region (II year)
2008	Comune di Leno, Comune di Ghedi, Comune di Bagnolo Mella	Support to the planning of the first joint "City life time plan"
2008	Comune di Cormano	Research and consulting activity for the implementation of a "Pedibus" service
2008	Provincia di Cremona	Social survey on women aged 25 to 34 and work-family trade-off strategies
2007	Regione Puglia	Child care services and residential services for minors in Puglia Region
2007	Regione Veneto, Ulss Bassano del Grappa	Social Survey on life patterns and strategies facing social needs of the families
2006	I.Re.R - Istituto Regionale di Ricerca della Lombardia	"Atypical mothers": the actual condition and the risks of labor market expulsion
2006	Fondazione Aliante	GARAM MARSALA project
2006	Provincia Autonoma di Bolzano - Alto Adige	Learn the future
2005	Regione Campania	Regional Social Information System - Campania Region Partner: Università di Napoli Federico II
2005	Provincia di Milano	The image of the local Youth Gathering Places: a training and consulting activity for social workers
2005	Comune di Cormano	Project "City life time plan"
2005	Regione Lombardia	Monitoring and evaluation of the food education programme for students "Ortocircuito"
2005	Comunità Nuova	Training days on young and female migrants
2005	Regione Liguria, Formez	Family life patterns and strategies facing social needs in Liguria Region
2005	Fondazione Giovanni Agnelli	Study on the second generation immigrants in the city of Turin
2004	Regione Basilicata	Planning of the Regional Social Information System in Basilicata Region

2004	Comune di Cormano, Comune di Bresso, Comune di Cusano Milanino	Project LetWeKnow
2004	Comune di Milano, Comune di Brescia	Consulting for setting up a child care service
2004	Regione Basilicata	Customer satisfaction of the users of the childcare services
2004	Provincia di Pescara	The critical steps of school non-attendance and work placement
2004	Provincia Autonoma di Bolzano - Alto Adige	Provincial Observatory on Migration (Second Year)
2004	ASL Monza	Project on Cocaine addicts
2003	Provincia di Brescia, ALER Brescia	Observatory on housing situation in Province of Brescia
2003	Regione Autonoma Valle D'Aosta	The role of schoolbooks in the building of gender identity
2003	Fondazione Alianteo	Needs and paths of minor foreign population
2003	ASL Varese	Observatory on Substance Dependence
2003	Provincia Autonoma di Bolzano - Alto Adige	Family dynamics and social needs
2002	Provincia di Mantova	Implementation of an evaluation sheet of the quality in Youth Gathering Places
2002	Associazione Fantarca	Evaluation of the educational and preventive impact of a film exhibition for the schools
2002	Regione Autonoma Valle D'Aosta	"The representations of the future": a study on young people in Valle d'Aosta
2002	Regione Autonoma Valle D'Aosta	The critical steps of school non-attendance
2002	Provincia di Milano	Feasibility study for the development of child care facilities at work in Province of Milan
2002	Regione Marche	Child care services in Marche Region
2002	Provincia Autonoma di Bolzano - Alto Adige	Extra-curricular and extra-family education
2001	Provincia Autonoma di Bolzano - Alto Adige	The relation school-labour-poverty: expectations and risks in Alto Adige
2001	Comune di Milano	The sons of the immigration Partner: AIM - Associazione Interessi Metropolitani

2001	Comune di Manzano, Regione Autonoma Friuli-Venezia Giulia	Quality of labour and quality of life in the district of the chair: a gender analysis
2000	Regione Autonoma Friuli-Venezia Giulia	Project "Monitor"
2000	Provincia di Mantova	Training-consulting activity for social workers of Youth Gathering Places
1999	Provincia di Varese	Database of social workers of Home Care Assistance and Child care center
1999	Provincia di Cremona	Database of social workers in Community shelter for minors/disabled persons
1999	Regione Autonoma Friuli-Venezia Giulia	Training programme on family dynamics for the local social-assistance office managers
1999	Regione Autonoma Friuli-Venezia Giulia	Comparison of women generations
1998	Provincia di Cremona	Study on training requirements for child care operators
1997	Provincia di Mantova, Provincia di Cremona, USL Casalmaggiore	Training activity for psychologists and social workers on mediation family
1997	Provincia Autonoma di Bolzano - Alto Adige	The network of services for minors in Province of Bolzano
1996	Regione Autonoma Friuli-Venezia Giulia	Consultancy for the social assistance and social-sanitary regional planning
1996	Provincia di Como	Writing the book: "Processi educativi e integrazione culturale. Immigrazione in Provincia di Como"
1996	Provincia di Milano	Sociological study on Youth Gathering Places
1995	Regione Autonoma Friuli-Venezia Giulia	Training programme on family dynamics for the social assistance unit managers
1995	Regione Piemonte, USSL Asti	Social Survey on family needs in territory of Asti
1994	Comune di S.Stefano Ticino, Comune di Ossona	Social Survey on family life conditions
1992	Regione Emilia Romagna	Regional Information System in the Maternal Infant Area
1992	Regione Piemonte, USSL Omegna, Borgomanero, Verbania	Social Survey on family needs in territory of Verbania
1991	Regione Veneto	Social Survey on strategies facing social needs of the families

6. NON-SELF SUFFICIENCY AND SOCIAL AND HEALTH INTEGRATION

<u>Year</u>	<u>Customer</u>	<u>Project</u>
2010	Regione Puglia	Residential and semi-residential services for disabled persons in Puglia Region (II year)
2010	Regione Autonoma Valle D'Aosta	Implementation of the multidimensional evaluation system for the elderly (S.Va.M.A.)
2010	Agenzia Regionale Sanitaria - Liguria, Ministero del Lavoro, Salute e Politiche Sociali	Second pilot inquiry for the implementation of the SINA - Information System for Non Self-Sufficiency
2010	Veneto Lavoro	Research on private care demand and on recruiting care givers in Veneto Region
2010	Provincia Autonoma di Bolzano – Alto Adige	Systematizing the data flows on non self sufficiency
2009	Agenzia Regionale Sanitaria - Liguria, Ministero del Lavoro, Salute e Politiche Sociali	Pilot inquiry for the implementation of the SINA - Information System for Non Self-Sufficiency
2009	Regione Puglia	Residential and semi-residential services for disabled persons in Puglia Region
2009	ASL Bergamo	Modelling of Punti Unici di Accesso to the network of social and social-sanitary services
2008	Regione Veneto	Conference on the Multidimensional Evaluation Tools for the elderly
2007	Regione Veneto, Ulss Veneziana	Revisit of the information flow on home assistance services (SAD-ADI)
2007	Provincia Autonoma di Bolzano - Alto Adige	Provincial Observatory on Migrants (Fifth year)
2006 - 2007	Regione Veneto, Ulss Vicenza	Implementation of the SVAM-A System
2004	I.Re.R - Istituto Regionale di Ricerca della Lombardia	Financing the costs of long term care for disabled person
2002	Regione Emilia Romagna, AUSL di Ravenna	Customer Satisfaction in residential and local facilities for people affected by dementia
2002	Provincia Autonoma di Bolzano - Alto Adige	Evaluation form of socio-pedagogical need - Years two
2001	Regione Veneto, Ulss Vicenza	Conception and experimentation of a multidimensional evaluation form for disability (SVAM-D)
2001	Provincia di Cremona	Database of social workers of Nursing homes for the elderly

2000	Provincia Autonoma di Bolzano - Alto Adige	Analysis of the work placement of disadvantaged people
2000	I.Re.R - Istituto Regionale di Ricerca della Lombardia	Support to the accreditation process of services for disabled
2000	Provincia Autonoma di Bolzano - Alto Adige	Evaluation form of socio-pedagogical need
1999	Scuola per le Professioni Sociali della Provincia Autonoma di Bolzano, Azienda Servizi Sociali del Comune di Bolzano	Organizational supervision of Rehabilitation Laboratory "Il Colle - Bolzano"
1999	Provincia di Cremona	Database of social workers in Community shelter for minors/disabled persons
1999	Provincia di Varese	Database of social workers of Home Care Assistance and Child care center
1999	Provincia di Lodi	Customer Satisfaction in the network of facilities for the elderly and disabled person
1998	Provincia di Como	Study on training requirements for social workers in the minor and disability area
1997	Provincia di Cremona	Study on training requirements for social workers in disability services
1996	I.Re.F. Istituto Regionale lombardo di Formazione per l'amministrazione pubblica	Training program for coordinators and managers of Socio-Educational Centers for disabled person
1996	Provincia di Milano, AIAS - Associazione Italiana Assistenza Spastici	Report on "Handicap and leisure time"
1995	Provincia di Milano	Socio-organizational study on Socio Educational Centers for the handicap
1995	Provincia di Cremona	Observatory for the Elderly of Cremona Province
1995	Provincia di Cremona	Customer satisfaction in care facilities for people affected by dementia
1993	Provincia di Cremona	Sociographic analysis on Home Care Assistance Services
1992	USSL Arcisate	Psyco-organizational training course for social workers in disability area
1990	Provincia Autonoma di Bolzano - Alto Adige	Sociological study on Home Care Assistance Service and analysis of the users

7. MIGRATION AND INTERCULTURAL STUDIES

<u>Year</u>	<u>Customer</u>	<u>Project</u>
2013 2012 2011	European Federation for Street Children (applicant)	<p>ESCAPE - European Street Children Anti-violence Programme and Exchange Partner: IAC - Instituto de Apoio à Criança, Associazione Maestri di Strada, Istituto Don Calabria, ACY - Alliance for Children and Youth, RAMAD - The Association of Roma Youth and Children in Slovakia, FRCCF - Romanian Foundation for Children, Community & Family, TPD - Society of the Friends of Children <i>ESCAPE project aims to foster a transnational knowledge exchange on peer and street violence evidence-based contrast and prevention practices addressed to street living/working children-adolescent with migration background and or belonging to minorities. The project aims also to define an East-West platform development between mainly "new" and "old" EU Member States to foster transnational strategies for promoting effective programmes to prevent and contrast street and peer violence and risk behaviour related to harmful lifestyles.</i></p>
2012 2011 2010	Galdus (applicant)	<p>ARCKA – Assessing, Recognizing Competences and certifying Knowledge Acquisition. Valuing human capital of children of foreign origin in education and Training in Europe Partner: University of Huelva, Junta de Andalucia, NSS - Nouveau Saint Servas, Stichting Katholieke Universiteit Brabant, Ada und Theodor Lessing Volkshochschule, Fundatia Parada <i>According to Lisbon objectives in education and training and under the assumption of the important role that schools have for integration (as stressed in EU CBP for immigrant integration policy), considered that valorisation of human capital is a primary asset not only for social integration issues, but also for a knowledge-based competitiveness benefit, in particular in time of economic downturn and labour market difficulties, the proposal, focusing on secondary education (11-18 years old students) aims to improve comparative knowledge on good practises of assessments and recognition of knowledge, skills and competences of migrant students entering and exiting the education system, in order to adapt teaching skills, to avoid the placement of migrant children in lower than their age-appropriate grades and to support new forms of knowledge certification useful for job research and mobility. The project wants also to promote an effective mutual exchange at translocal level between educational staff to share experiences and to identify common criteria to disseminate good practices in assessing and recognizing of migrant students competences and to improve equity and wellbeing in education, involving also migrant families.</i></p>
2012 2011 2010	University Pablo de Olavide of Seville (applicant)	<p>IN-EMPLEA - Gestión de la extranjería y la inmigración en el marco comparado de Andalucía, Valonia y Lombardia Partner: Region Wallonie <i>The main issue of the project is sharing international good practices in decentralized management of immigration and in the implementation of public regional services of Lombardia (IT) and Wallonia (BE). Develop an analytic, methodological and institutional frame to improve the management of migration flow in Autonomous Region of Andalusia as foreseen in the article 62 of the statute of autonomy of Andalusia.</i></p>
2010	Regione Lombardia	Mapping of migrant associationism in Lombardy region (Second year)
2010	Veneto Lavoro	Research on private care demand and on recruiting care givers in Veneto Region
2009	Regione Lombardia	Mapping of migrant associationism in Lombardy region

2009	Fondazione Cariplo	Feasibility study for the implementation of a social cohesion action in the city of Brescia Partner: Il Solco
2009	Ministero del Lavoro, Salute e Politiche Sociali	Monitoring indicators of migrants' integration Partner: Censis, IPRS - Istituto Psicoanalitico per le Ricerche Sociali, Fondazione ISMU
2009	Provincia Autonoma di Bolzano - Alto Adige	Migradata. Social survey on migrants Partner: Eurac Research
2008	Regione Puglia	Planning of the Regional Observatory on Immigration
2008	Provincia di Cremona	Feasibility study for the realization of an Agency for the social integration of migrants
2008	Provincia di Cremona	Study on social and political participation of foreign population
2008	Isfol	The effects of the Regional Law on Migration on the foreign population
2008	Regione Lombardia	Life trajectories and migration routes of the forced migrants in Lombardy
2007	FIERI- Forum Italiano ed Europeo di ricerche sull'immigrazione	Networking between public and private actor in migration policies: the case of the neighbourhood of Carmine in Brescia
2007		International meeting "Governing Migration in the local context" Partner: Università Bocconi
2007	Regione Lombardia	The right to asylum in Lombardy. The normative framework and the local services for integration
2007	Provincia Autonoma di Bolzano - Alto Adige	Provincial Observatory on Migrants (Fifth year)
2005 - 2007	Unioncamere Lombardia (applicant)	Equal Koine: integration of migrants in the local community and in the labour market) Partner: Formaper, Comune di Milano, Comune di Brescia, Provincia di Cremona, Provincia di Lecco, CdIE - Centro di Iniziativa Europea, Università Bocconi, Region Wallonie, Junta de Andalucia, Region Nord-Passe de Calais <i>This project is aimed at the promotion of life-long learning and the labour integration of victims of discrimination. The main products are: a set of indicators on integration and fight against discrimination on the labour market and within social and health services; transnational comparison among different monitoring systems; case studies; elaboration of a research protocol able to analyse the migratory phenomena; on-line bibliographical archive.</i>
2006	Ministero del Lavoro, Salute e Politiche Sociali	The psychosocial health of foreign workers
2006	Confindustria Pesaro - Urbino	One firm, many cultures: the diversity management of foreign workers in the firm
2006	Fondazione Comunità Monza Brianza, Comune di Monza, Provincia di Milano	Globalwork Project Partner: Università Cattolica del Sacro Cuore
2006	Università della Svizzera Italiana di Lugano - Switzerland	Mediterranean Forum - Migration routes and new production spaces in the cities of the Mediterranean

2006	Fondazione Eni Enrico Mattei	2006: the multicultural city
2006	Fondazione Aliante	GARAM MARSALA project
2006	Provincia Autonoma di Bolzano - Alto Adige	Provincial Observatory on Migrants (Fourth year)
2006	Regione Lombardia	Il information flow on accomodation facilities for migrant in Lombardy
2005	Comunità Nuova	Training days on young and female migrants
2005	Fondazione Giovanni Agnelli	Study on the second generation immigrants in the city of Turin
2005	Associazione Mitad del Mundo, Consolato Generale dell'Ecuador, Comune di Milano	"Parques" project
2005	Fondazione Eni Enrico Mattei	Understanding the diversity: mapping and mesuring
2005	Provincia Autonoma di Bolzano - Alto Adige	Provincial Observatory on Migrants (Third year)
2005	Regione Lombardia	Information flow on accomodation facilities for immigrants in Lombardy Region
2004	Comune di Milano, Comune di Brescia	Consulting for setting up a child care service
2004	Provincia Autonoma di Bolzano - Alto Adige	Provincial Observatory on Migration (Second Year)
2004	Consiglio d'Europa - Strasbourg - France	Meeting "Proposition d'indicateurs pour mesurer l'integration des immigrés et des minorités"
2001 - 2004	Comune di Milano (applicant)	Foreign workers empowerment and diversity management Partner: Comune di Brescia, Provincia di Cremona, Provincia di Brescia, Provincia di Lecco, Unioncamere Lombardia, CdIE - Centro di Iniziativa Europea, Università Bocconi, Region Wallonie, Junta de Andalucia <i>This project deals with the adaptability of migrant workers on the labour market. Its main products are: research on the metal industry in some Lombardy Region areas; research on the restaurant industry in Milan; research on the construction industry in Cremona; implementation of a set of indicators on labour insertion of migrants; international seminar on the diversity management "Managing through cultures", Milan 12-13 june 2003, Università Commerciale L. Bocconi.</i>
2003	Provincia di Brescia, ALER Brescia	Observatory on housing situation in Province of Brescia
2003	Comune di Milano	Asia in Milan Partner: AIM - Associazione Interessi Metropolitani
2003	Fondazione Aliante	Needs and paths of minor foreign population

2003	Provincia Autonoma di Bolzano - Alto Adige	Provincial Observatory on Migrants (First year)
2001	Regione Lombardia	Region Observatory for the Integration and the Multiethnicity (Years 2001 - 2009)
2001	Comune di Milano	Study on socio-cultural integration of Chinese Migrants in two areas of Milan
2001	Comune di Milano	The sons of the immigration Partner: AIM - Associazione Interessi Metropolitani
2001		Partecipation at the Meeting "Asian Immigrants and Entrepreneurs in the european community" Partner: NIDI - Netherlands Interdisciplinary Demographic Institute
1997 - 2000	Provincia di Milano (applicant)	INTEGRA Project on labour insertion of migrant workers Partner: Provincia di Milano, Diputació de Barcelona, Region Wallonie, Junta de Andalucia <i>Project on the labour insertion of migrant workers with the development of a set of indicators.</i>
1999	Comune di Milano	Africa in Milan Partner: AIM - Associazione Interessi Metropolitani
1999	RAI	Writing the book "Per una televisione multiculturale"
1998	RAI	Comparative study of ethnical and multicultural TV production in Italy and in other European countries
1998	Provincia di Milano	Quali-quantitative census of housing requirement of non-EU citizens
1993	Ministero dell'Interno	Publishing the book "Le regole del gioco. Diritti di cittadinanza e immigrazione straniera"
1993	Regione Emilia Romagna	First Reception Centres for Migrants
1993	Provincia di Padova	From a far away place for a job
1992	Ministero dell'Immigrazione	Socio-statistic profile of migration in Italy and estimation of clandestine migration
1992	Regione Emilia Romagna	Study on the non-Eu migration profile in Emilia Romagna
1992	Provincia Autonoma di Bolzano - Alto Adige	Study on the non-EU migration profile
1992	I.Re.F. Istituto Regionale lombardo di Formazione per l'amministrazione pubblica	Sociological analysis on non-EU migration and the local press
1991	Ministero dell'Interno	Socio-demographic study on african migration in Italy
1991	Ministero dell'Interno	Creation of a computerized library on immigration in Italy

8. LABOUR AND EMPLOYABILITY

<u>Year</u>	<u>Customer</u>	<u>Project</u>
2012 2011 2010	Galdus (applicant)	<p>ARCKA – Assessing, Recognizing Competences and certifying Knowledge Acquisition. Valuing human capital of children of foreign origin in education and Training in Europe Partner: University of Huelva, Junta de Andalucia, NSS - Nouveau Saint Servas, Stichting Katholieke Universiteit Brabant, Ada und Theodor Lessing Volkshochschule, Fundatia Parada <i>According to Lisbon objectives in education and training and under the assumption of the important role that schools have for integration (as stressed in EU CBP for immigrant integration policy), considered that valorisation of human capital is a primary asset not only for social integration issues, but also for a knowledge-based competitiveness benefit, in particular in time of economic downturn and labour market difficulties, the proposal, focusing on secondary education (11-18 years old students) aims to improve comparative knowledge on good practises of assessments and recognition of knowledge, skills and competences of migrant students entering and exiting the education system, in order to adapt teaching skills, to avoid the placement of migrant children in lower than their age-appropriate grades and to support new forms of knowledge certification useful for job research and mobility. The project wants also to promote an effective mutual exchange at translocal level between educational staff to share experiences and to identify common criteria to disseminate good practices in assessing and recognizing of migrant students competences and to improve equity and wellbeing in education, involving also migrant families.</i></p>
2009	Ministero del Lavoro, Salute e Politiche Sociali	<p>Monitoring indicators of migrants' integration Partner:Censis, IPRS - Istituto Psicoanalitico per le Ricerche Sociali, Fondazione ISMU</p>
2008	Provincia di Cremona	Social survey on women aged 25 to 34 and work-family trade-off strategies
2007	Provincia Autonoma di Bolzano - Alto Adige	Provincial Observatory on Migrants (Fifth year)
2005 - 2007	Unioncamere Lombardia (applicant)	<p>Equal Koine: integration of migrants in the local community and in the labour market Partner:Formaper, Comune di Milano, Comune di Brescia, Provincia di Cremona, Provincia di Lecco, CdIE - Centro di Iniziativa Europea, Università Bocconi, Region Wallonie, Junta de Andalucia, Region Nord-Passe de Calais <i>This project is aimed at the promotion of life-long learning and the labour integration of victims of discrimination. The main products are: a set of indicators on integration and fight against discrimination on the labour market and within social and health services; transnational comparison among different monitoring systems; case studies; elaboration of a research protocol able to analyse the migratory phenomena; on-line bibliographical archive.</i></p>
2006	Ministero del Lavoro, Salute e Politiche Sociali	The psychosocial health of foreign workers

2006	Fondazione Comunità Monza Brianza, Comune di Monza, Provincia di Milano	Globalwork Project Partner: Università Cattolica del Sacro Cuore
2006	I.Re.R - Istituto Regionale di Ricerca della Lombardia	"Atypical mothers": the actual condition and the risks of labor market expulsion
2004 - 2005	Provincia di Lecco (applicant)	Active@Work: Innovative Strategies and Alternative Working Arrangements to Promote Active Ageing Partner: University of Tampere, Empirica Gesellschaft für Kommunikations und Technologieforschung Gmbh, University of Art and Design of Helsinki, Deutsche Bank, Network Occupazione <i>This two years project is aimed at the development and the mainstreaming of management strategies for the support of active aging on the labour market. Among its main products there is a sort of "firm social responsibility certificate", voluntarily acquired in case of implementation, within the enterprise, of specific policies for the active aging of workers.</i>
2004	Provincia di Pescara	The critical steps of school non-attendance and work placement
2001 - 2004	Comune di Milano (applicant)	Foreign workers empowerment and diversity management Partner: Comune di Brescia, Provincia di Cremona, Provincia di Brescia, Provincia di Lecco, Unioncamere Lombardia, CdIE - Centro di Iniziativa Europea, Università Bocconi, Region Wallonie, Junta de Andalucia <i>This project deals with the adaptability of migrant workers on the labour market. Its main products are: research on the metal industry in some Lombardy Region areas; research on the restaurant industry in Milan; research on the construction industry in Cremona; implementation of a set of indicators on labour insertion of migrants; international seminar on the diversity management "Managing through cultures", Milan 12-13 june 2003, Università Commerciale L. Bocconi.</i>
2003	Provincia di Parma	Study on labour, training and labour orientation services
2001	Provincia Autonoma di Bolzano - Alto Adige	The relation school-labour-poverty:expectations and risks in Alto Adige
2001	Comune di Manzano, Regione Autonoma Friuli-Venezia Giulia	Quality of labour and quality of life in the district of the chair: a gender analysis
2000	Provincia Autonoma di Bolzano - Alto Adige	Analysis of the work placement of disadvantaged people
1997 - 2000	Provincia di Milano (applicant)	INTEGRA Project on labour insertion of migrant workers Partner: Provincia di Milano, Diputació de Barcelona, Region Wallonie, Junta de Andalucia <i>Project on the labour insertion of migrant workers with the development of a set of indicators.</i>
1999	Regione Lombardia	Training and consultancy activity for activation of Regional Center for female entrepreneurship Partner: CdIE - Centro di Iniziativa Europea
1993	Provincia di Padova	From a far away place for a job

9. TRAINING ACTIVITIES

<u>Year</u>	<u>Customer</u>	<u>Project</u>
2010	Regione Autonoma Valle D'Aosta	Implementation of the multidimensional evaluation system for the elderly (S.Va.M.A.)
2009	Provincia di Lecco	Training activity to support the parenthood
2009	Provincia di Cremona	Training activities on the results of the social survey on elderly population over age 70
2007	Regione Puglia	Training activity for the implementation of the Social Information System of Puglia Region
2007	Provincia di Foggia	Training course for the local managers in Province of FoggiaPartner:Euromediterranea Pianificazione e Sviluppo
2005	Provincia di Milano	The image of the local Youth Gathering Places: a training and consulting activity for social workers
2003	Regione Liguria	Training programme for technical offices on the social information system for the local planning
2003	Comune di Genova	Training programme for the start-up of an information flow on Home Care Assistance Services
2003	Regione Liguria	Training course for socio-sanitary unit managers on the SIS
2003	Ires - Istituto Ricerche Economiche Sociali	Seminar on social citizenship between local routes and universality
2003	ASL Messina	Conception and realization of the Observatory on Substance Dependence - training program and consulting
2003	I.Re.R - Istituto Regionale di Ricerca della Lombardia	Training activity ad hoc for Medical Unit managers of Lombardy Region
2003	Scuola per le Professioni Sociali della Provincia Autonoma di Bolzano	Course for co-ordinator of social and socio-educational services
2002	Formez	Training programme for operators in welfare development
2002	Scuola per le Professioni Sociali della Provincia Autonoma di Bolzano	Research training program for professional educators on elderly poverty in Comune di Bolzano
2002	Provincia Autonoma di Bolzano - Alto Adige	Master course for "consultants of excellence" supporting services for the elderly
2001	Formez	Training programme for public managers on the social information system

2000	Provincia di Mantova	Training-consulting activity for social workers of Youth Gathering Places
1999	Provincia di Lecco	Training program for elderly care services manager
1999	Regione Autonoma Friuli-Venezia Giulia	Training programme on family dynamics for the local social-assistance office managers
1999	Provincia di Como	Refresher course for managers and social operators of social and socio-educational services
1999	Comune di Macherio	Training activity for the redevelopment of social services
1999	Scuola di Formazione in Lingua Italiana della Provincia Autonoma di Bolzano	Formative courses on quality and public services organization
1998	Provincia di Cremona	Training course for the elderly daycare center managers
1998	Provincia di Lodi	Training course for voluntary association manager
1998	I.Re.R - Istituto Regionale di Ricerca della Lombardia	Training activity for managers, medical nursing and social workers of Alzheimer's care units
1998	Provincia di Como	Study on training requirements for social workers in the minor and disability area
1997	Provincia di Varese	Training course for rest home managers and coordination figures in social services
1997	Provincia di Varese, Provincia di Como, Provincia di Lecco	Course for internal representatives for the training
1997	Comune di Gallarate	Training course for child care workers
1997	Provincia di Mantova, Provincia di Cremona, USL Casalmaggiore	Training activity for psychologists and social workers on mediation family
1997	I.Re.R - Istituto Regionale di Ricerca della Lombardia	Training course for front-office staff of Municipalities
1996	Provincia di Mantova	Training course for social operators of Mantova Geriatric Institute
1996	Regione Piemonte, Comune di Verbania	Training course for social solidarity co-operative manager
1996	Comune di Gallarate	Training course for Department for Social Policies staff
1996	I.Re.R - Istituto Regionale di Ricerca della Lombardia	Management training program for managers of retirement homes
1996	I.Re.R - Istituto Regionale di Ricerca della Lombardia	Ad hoc training activity for all Lombardy Region managers

1996	I.Re.R - Istituto Regionale di Ricerca della Lombardia	Training course for coordinators and managers of child day care services
1996	I.Re.R - Istituto Regionale di Ricerca della Lombardia	Training activity for managers, medical nursing and social workers of Alzheimer's care units
1996	Regione Autonoma Friuli-Venezia Giulia	Socio-organizational study and training activity on regional SAD/ADI services
1996	I.Re.F. Istituto Regionale lombardo di Formazione per l'amministrazione pubblica	Training program for coordinators and managers of Socio-Educational Centers for disabled person
1995	Regione Autonoma Friuli-Venezia Giulia	Advanced management training course for managers of retirement homes
1995	Provincia di Milano	Statistical training programme for social workers
1995	Regione Autonoma Friuli-Venezia Giulia	Training programme on family dynamics for the social assistance unit managers
1995	Comune di Genova	Training activity for municipal social managers and outlining of the social report
1994	Provincia Autonoma di Bolzano - Alto Adige	Basis management training course for new-managers of retirement homes
1994	Regione Piemonte	Management training course for retirement home managers
1994	I.Re.R - Istituto Regionale di Ricerca della Lombardia	Management training course for retirement home managers
1993	Comune di Livorno	Training course for public servants on the Information System
1993	Regione Autonoma Friuli-Venezia Giulia	Management training program for managers of retirement homes
1993	Comune di Livorno	Training program for civil servants in social and ecological department
1993	Comune di Pisa	Basic training course for managers of social department
1992	Regione Lombardia, Provincia di Cremona, Istituto Vismara dè Petri	Training and experimental activities for retirement homes
1992	Comune di Fiesole	Management training course for municipal managers
1992	Comune di Novate	Management training course for municipal managers
1992	Comune di Pisa	Management training course for municipal managers
1992	USSL Arcisate	Psyco-organizational training course for social workers in disability area

1991	Comunità Montana Valchiavenna	Training course for social workers, nurses and managers of Home Care Assistance Services
1990	Provincia Autonoma di Bolzano - Alto Adige	Training course for technical managers of Home Care Assistance Services
1990	Regione Veneto	Training course for retirement home managers in Verona area

10. MONITORING SOCIAL CHANGE

<u>Year</u>	<u>Customer</u>	<u>Project</u>
2010	Regione Autonoma Valle D'Aosta	Implementation of the multidimensional evaluation system for the elderly (S.Va.M.A.)
2009	ASL Bergamo	Modelling of Punti Unici di Accesso to the network of social and social-sanitary services
2008	Comune di Leno, Comune di Ghedi, Comune di Bagnolo Mella	Support to the planning of the first joint "City life time plan"
2005	Comune di Cormano	Project "City life time plan"
2004	Provincia Autonoma di Bolzano - Alto Adige	Assesment Center
2003	Regione Autonoma Valle D'Aosta	Survey on the use of computer instruments in Valle d'Aosta
1999	RAI	Publication of the book: "Narrare il Giubileo"
1999	RAI	Expectation on the massmediological consumption of the event "Jubileum"
1999	Regione Lombardia	Consulting and training activities for the activation of Regional Center for female entrepreneurship Partner: CdIE - Centro di Iniziativa Europea
1998	RAI	Comparative study of ethnical and multicultural TV production in Italy and in other European countries
1998	RAI	Preliminary analysis for the activation of public service radio in some areas
1995	Reseau	Co-operation to a project on the cultural consumptions in Italy
1991	Fondazione L.Berlusconi, Fininvest	Explorative analysis on the libraries of Milan