



Community Networking for Integration of Young People in a NEET Situation

IO 2 MODEL OF INTERVENTION TARGETED AT NEETs

O2-A5 – Reporting of the testing phase in Portugal, Spain and Italy
(Part A)



Title

IO2 MODEL OF INTERVENTION TARGETED AT NEETS
O2-A5 – Reporting of the testing phase

(Part A)

Edition

CECOA – Centro de Formação Profissional para o Comércio e Afins

Authors

Vanda Vieira, CECOA

Validation

Alexander Krauss, ISOB GmbH

Anna Sophie Hahne, The Tavistock Institute

Cristina Dimas, Centro de Formação Profissional para o Comércio e Afins, CECOA

Enrico Bressan, Centro Produttivà Veneto, CPV

Jorge Vieira, Câmara Municipal de Lisboa, CML

Luís Deber, FRonsel Fundacion Ronsel

Maria Cândida Soares, UCP Universidade Católica Portuguesa - CEPCEP

Thomas Spielhofer, The Tavistock Institute

Vanessa Mendes, TESE – Associação para o Desenvolvimento

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1. Executive Summary

Given the scale of youth unemployment, Member States share a sense of urgency of developing effective interventions aimed at promoting youth employment and preventing the disengagement of NEETs from society.

Young people who have fallen through the net need tailored support to get back on track. Disengaged young people often have complex problems that act as a barrier to getting back into learning or accessing and sustaining appropriate employment. This can rarely be addressed by one institution but needs joined up ways involving local agents and community support, even cross-sectoral and interinstitutional cooperation to provide targeted and individualised solutions.

The Community Networking for Integration of Young People in a NEET Situation project's main aims are to develop an innovative methodology, drawing on existing best practices in partners' countries, to pilot it in PT, IT and ES, and to analyse the outputs, outcomes and impacts of these pilots at a local and regional level.

This report presents the main results of the implementation of the MODEL OF INTERVENTION TARGETED AT NEETs, reporting and comparing the results from the 3 fields of testing: Lisbon, A Coruña and Vicenza.

To achieve these aims, the project developed 1 intellectual output and worked in partnership to cooperatively conceive a model of intervention, test it, and evaluate its impact. The intervention combined innovative elements designed to address key local needs in target countries, a particular focus on the ways of enhancing the "social capital" of young people most likely to become long-term NEET or unemployed by working with relevant network community stakeholders in PT, ES and IT.

The project achieved a good level of impact at micro level (young people in a NEET situation involved, 66 in total involved in the testing phase); at a meso level (professionals working for and with young people in a NEET situation in partner countries); and a macro level (the ecosystem of organisations that are part of the NEET issue, at local/regional and national level).

At EU and international level, we also expect to contribute to (1) increased inclusion and equity concerning NEETs interventions; (2) decreased levels of young people in poverty, (3) reduced skills shortages.



1. Model of Intervention

1.1. Background

The project conceived a Model of Intervention to address several systemic problems through:

1. Re-engaging young people from socio-economically disadvantaged backgrounds who are in a NEET situation from Portugal, Spain, Italy.
2. Focussing support on areas with particularly low levels of educational achievement and unemployment creating a vicious cycle for local citizens, the community, and the local economy.
3. Preparing young people for the world of work in a way that is responsive to recent changes in the labour market and changing skills needs.
4. Involving local and regional authorities, employers, and other social partners in career guidance and in the provision of work experience opportunities.

More recently, at the beginning of 2020, the World, the Europe, each country partner, and their youngsters faced new and unexpected challenges deriving from the coronavirus crises.

The European Commission is coordinating a common European response to the coronavirus outbreak. During these times of crisis, across the European Union, countries, regions, and cities are stretching out a helping hand to neighbours and assistance and solidarity was reinforced.

The 1st priority was the citizens health, but at the same time, the coronavirus outbreak is a major shock for the European and global economies. Member States have already adopted or are adopting budgetary, liquidity and policy measures to increase the capacity of their health systems and provide relief to those citizens and sectors that are particularly impacted.

Considering the target of the project, some other questions may emerge:

- *How young people are affected by this crisis?*
- *What type of support are they getting, taking in consideration that some are already in disadvantage facing the labour market?*



- *How to motivate young people to be socially responsible, with healthy behaviours and contributing to their family support?*

The current sanitary and economic crisis came at the end of the pilot, while partners were completing the pilots, and will contribute to change personal and professional lives perspectives and priorities. How the society, in particular young people, will overcome these issues and problems? The situation and its consequences will not be resolved in the short term and will create even more anxiety towards the future. How ICTs can contribute to connect young people, having more online connectivity but in some cases less links to the real lives' events.

It is a challenge that we cannot deny, and to solve the situation EU create new instruments. SURE is an initiative launched on the 2 April by the European Commission designed to protect jobs and workers affected by the coronavirus outbreak - the temporary Support mitigating Unemployment Risks in Emergency (SURE) initiative¹. SURE will support short-time work schemes and similar measures to help Member States protect jobs, employees and self-employed against the risk of dismissal and loss of income.

The intervention model was tested at local and community level before the coronavirus crisis but the project partnership will reflect about the main results of this pilot testing and on how this methodology can be transferred to other territories and to other target-groups and/or adapted in the future taking in consideration some of the key learnings mentioned next.

Measures implemented in Portugal, Spain, Italy after the coronavirus

(https://ec.europa.eu/info/sites/info/files/coronavirus_policy_measures_7_may.pdf)

- **Portugal:** implemented some major market measures, as the extraordinary extension of the unemployment benefits and all benefits of the social security system. All the face-to-face classroom activities were suspended and a transition towards distance education was very quickly implemented
- **Spain:** implemented measures targeted to workers on temporary contracts and the extension of the unemployment benefits.



- **Italy:** job protection measures, partial unemployment benefits and accessing ordinary unemployment benefits.

No specific measures were yet prepared to combat young unemployment or to mitigate its effects nor specific measures to tackle the situation of young people in a NEET situation. So, this brings another insight regarding the role of the regional and local regions, the municipalities and the parishes and communities around the topic of supporting young people who already were in a disadvantage situation, even before the coronavirus crises. This report reflects the work done at local and community level with young people in a NEET situation and the creation of a stakeholder's networking to deal with the challenges of creating integration measures sustainable in time.

Epidemics and economic crises can have a disproportionate impact on certain segments of the population, which can worsen inequality. Based on past experiences, the current information on the COVID-19 pandemic and insights from previous crises, several groups can be identified: Young persons, already facing higher rates of unemployment and underemployment, are more vulnerable to falling labour demand, as witnessed during the global financial crisis.

According to the OIT report, from March 2020, there are some key learnings relevant to this crisis with impact as:

- Transparent information is essential.
- Education and workplaces are effective focal points for the dissemination of information, communication and awareness raising on occupational safety and health, including prevention and protection measures to reduce the spread of infectious diseases.
- Specific segments of the labour force who are hit hardest, as youth population, require more support in entering labour market or regaining their employment status.
- A focus on employment, including self-employment, is fundamental to facilitate the recovery process.
- Social protection systems and public infrastructures for social services increase resilience: effective and efficient social security systems are powerful economic and social stabilizers of economies and societies, especially if they are already in place before a crisis hit.
- Social dialogue is an irreplaceable tool of balanced crisis management and accelerating recovery as well as an essential governance instrument regarding change.



“Tripartite social dialogue between Governments and Workers’ and Employers’ organizations is a key tool for developing and implementing sustainable solutions, from the community level to the global level”, also according to the OIT report mentioned above.

1.2. Main steps of the intervention model

The model of intervention foresees a preparation phase, an implementation phase and the follow up and impact evaluation of the expected outcomes phase.

The preparation phase is focused on the preparation of the team for the adaptation of the methodology and the use of proper tools according to each intervention steps and resources, the need of the end-users and the potentialities of the local context.

During this phase the technicians and facilitators need to know more about their territories, therefore, the territory diagnosis (one of the steps of the methodology) is a useful approach to get into the next levels of action as: the selection for the intervention of the young people in a NEET situation; the project communication to the local partners and stakeholders. At this stage, technicians and facilitators should also learn from previous experiences and existing best practices, many documented by the project.

Next is the intervention phase itself, focused on an individual level in the intervention with the young people in a NEETs situation and, on a system level, in the intervention with the local agents, the stakeholders who can support the application and use of the methodology at local and community level. Both interventions take place in parallel and have specific actions, to accomplish the measures targeted to young people and to the stakeholders, which can be including in the following categories: «engaging», «orienting/stabilizing», «inserting». To close this circle, the implementation foresees another level of implementation, focused on providing on-going support structures and follow up, basically, all the measures addressing the overall coordination.

Finally, all the implementation goes through several moments of evaluation and control, which contribute to determining and assessing the impact of the intervention. In the model, the consortium foresees three evaluation moments: at the beginning of the intervention, at the end of the intervention and six months after the intervention. This impact assessment methodology implies the continuous monitoring of the intervention, with specific tools for young people and for the technicians and facilitators, but also an effort to stimulate monitoring in the medium and long term, using resources and time available.



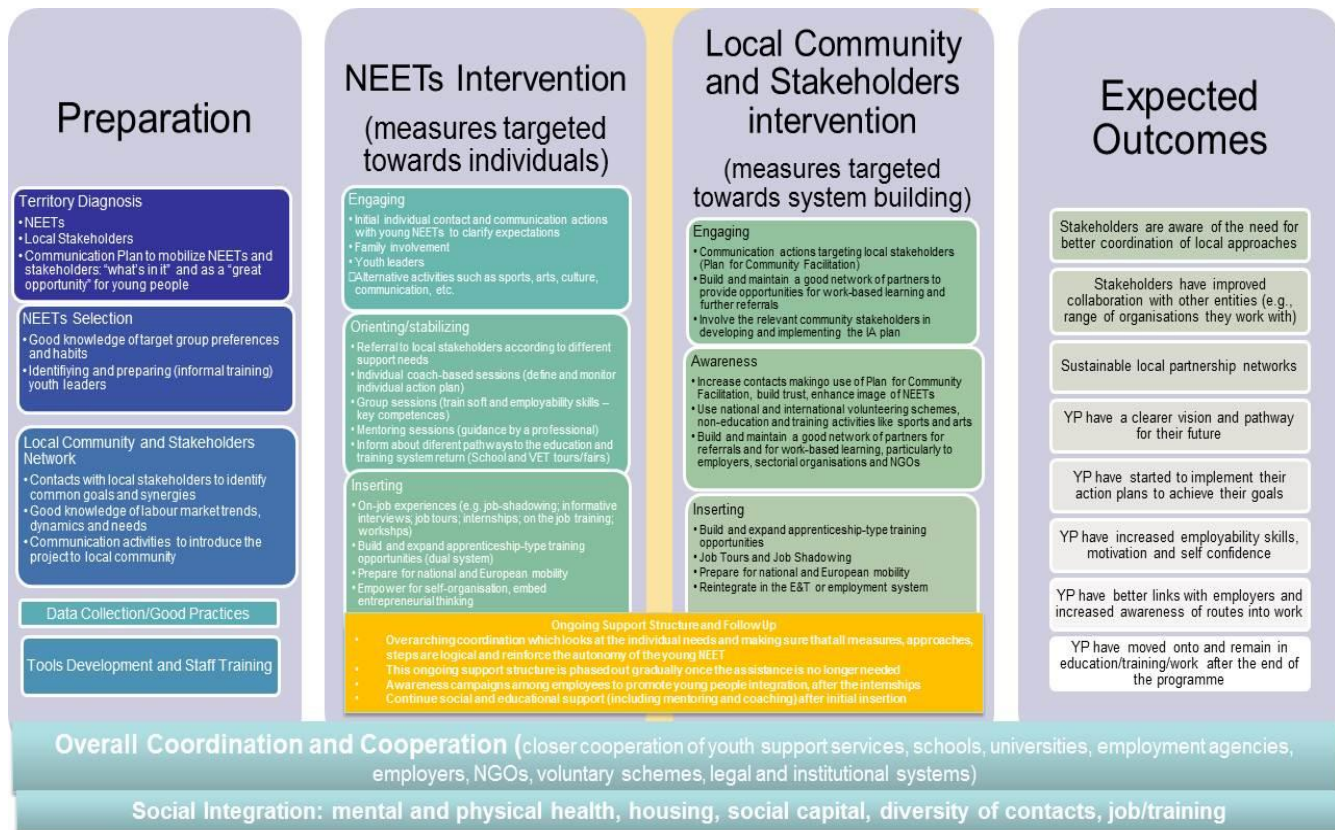


Figure 1: Model of intervention, phases and actions

1.3. Validation of the intervention model

The consortium validated the model of intervention during transnational and online meetings. The final version is available online in 4 partner languages: in English, in Portuguese, in Spanish and in Italian at: <https://NEETSinaction.eu/outputs/>.

The model of intervention operates on two levels:

As a conceptual model

Policies and practices were studied, policy recommendations have been provided after an analysis of good practices coming from the partner countries (O1 available at <https://NEETSinaction.eu/outputs/>).

The model integrates also recommendations that are holistic and conceptual in its approach, aiming the system of social integration (operating at micro, meso and macro



levels), which has to be considered as the complex and long process for the young NEET insertion, that requires the cooperation of multiple agents from the education and employment systems, as well as other services and informal chains, such as social work providers, health system, housing system, etc.

A model which was tested

On the operational level, not all recommendations and model steps and actions were tested during the project considering limited project resources as well as time limitations. Also, when testing the model, facilitators must make sure that prior initiatives are recognised and considered as well as that in a logical and articulated manner, are important factors to consider

The testing guaranteed a contribution to the main dimensions identified: social integration and work-based learning (possible experiences); cooperation among actors and local stakeholders' involvement.

1. Testing the model in Portugal, Spain, Italy.
2. The results of the testing were analysed and compared and some final model improvements were done.

National reports as well as this report are available at:
<https://NEETSinaction.eu/outputs/>



2. Implementation of the intervention model

2.1. Main objectives of the pilot

The results of the application of the pilot project in partner countries were reported by CML, CPV and FR. Other specific tasks included:

- CECOIA was responsible for developing the reporting template.
- CML, CPV and FR were responsible for the collection of the evidences and the developing of the report results.
- CECOIA was responsible to compare and analyse the results and to develop this report (O2-A5).

2.2. Overview of the implementation model

In average, the implementation phase was done from April until the end of November 2019.

During the implementation phase, partners adapted the model to each intervention territory. The distance communication between partners was done through e-mail and through several online meetings.

Partners included in the pilot, young people in NEET situation, following these criteria:

- 18-29 years old.
- Not in education, not in employment, not in training. Namely:
 - With reduce employment experience and in situation of undeclared unemployment,
 - Without interest in training actions,
 - Integrating problematic informal groups of young people,
 - In a situation of drop-out.

Tools for action used during the 3 pilots

TESE was the partner responsible for producing the Tools for Action Guide, which is available since January 2019. It is basically the toolkit used during the staff training and a «catalogue» of tools available for the pilot testing phase.



The toolkit was developed with the main goal of having tools that could be used and tested during the pilot interventions in Italy, Portugal and Spain and then integrated as part of the overall model of intervention.

Having a wide and comprehensive intervention model, priorities set by testing partners helped to guide tools search and creation according to the following priorities:

- Engaging young people,
- Stakeholders engagement and management.

According to the background for tools development, 4 different but interdependent purposes were considered:

- Outreach young people in a NEET situation,
- Engage and manage a local stakeholder's network,
- Develop young people employability skills,
- Provide work-based learning experiences to young people.

Toolkit available at: https://NEETSinaction.eu/wp-content/uploads/2019/03/NIA_IO2_TESE_Tools_guide.pdf.

Staff preparation for the 3 pilots

The training of the staff has done before the application of the model during two ½ days in February 2019, in a webinar.

The staff testing has provided by TESE and CECO.A.

The main goal was to prepare the “testing teams” in Portugal, Italy and Spain, having the following objectives:

- To know the context of the pilot,
- To explore how the pilot will work in practice,
- To explore how to promote an effective coordination among local stakeholders,
- To explore how to outreach young people for the pilot,
- To explore how to keep young people motivated,
- To discuss pilot next steps.



Field of testing preparation in the 3 pilots

Partners produced the “Testing the model and the tools”. It is the guide for preparing the pilot testing of the model and tools in partners’ countries (PT, ES, IT).

The document includes an introduction and other chapters dedicated to guide the testing phase:

- Application of testing phase,
- Impact evaluation,
- Reporting phase,
- Annexes (compulsory documents to be applied during the testing phase).

Available at: https://NEETSinaction.eu/wp-content/uploads/2019/03/IO2_A4_guideline_12_03_19_final.pdf

Support along the testing phase

During the testing, nine online meetings were done with partners, promoted by CECOA with the following objectives:

- To adapt the model according to the territories of application,
- To discuss the difficulties during the project implementation,
- To introduce the impact evaluation methodology and tools,
- To support partners to select the «best ways» to reach the results of the testing.

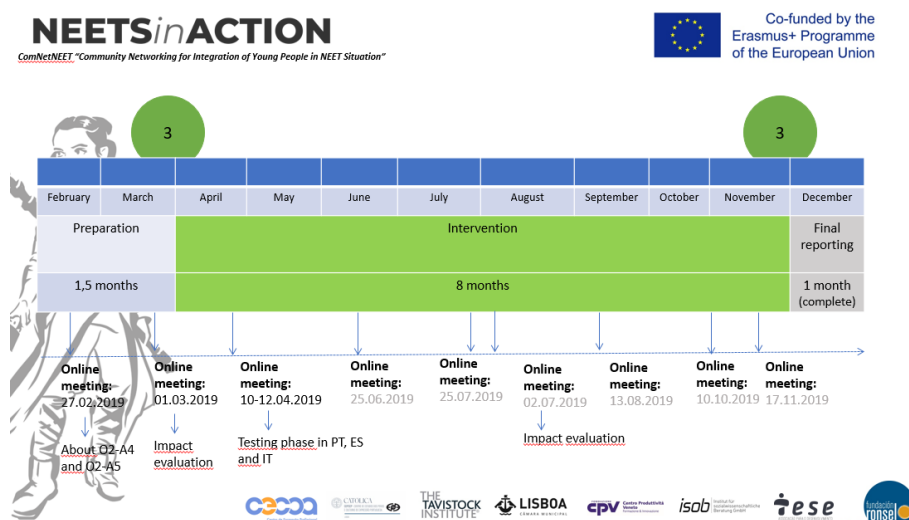


Figure 2: Model of intervention, moments of support to partners

Follow up of the intervention

The follow up phase was done from December 2019 until 6 months after from the end of the pilot.

During this phase, Tavistock and the testing partners (CML, CPV and FR) collected information from the end-users (Youth people in a NEET situation) and the facilitators (staff and stakeholders involved in the testing phase). The distance communication between partners was done through e-mail and several online meetings.

Other online meetings were organised also:

- To conclude the national reports of the testing phase,
- To conclude the impact evaluation,
- To improve the model of intervention for further use.

Main elements of the model piloted in the 3 countries

Partners agreed on the core activities to be conducted in the 3 pilots: 1) the preparation phase; 2) the intervention phase and 3) the follow up phase and the impact evaluation.

The compulsory steps within the preparation phase was the territory diagnosis, the identification of local stakeholders to support the pilot activities, the communication of the project and the selection of the participants for the testing.

The compulsory steps of the intervention near young people in a NEET situation were the **individual coach-based sessions**, the **work-based elements** and the follow up phase. The group sessions and the mentoring sessions were developed but not a priority, but they were also implemented successfully.

The next images describe the core activities defined for the local and community intervention.



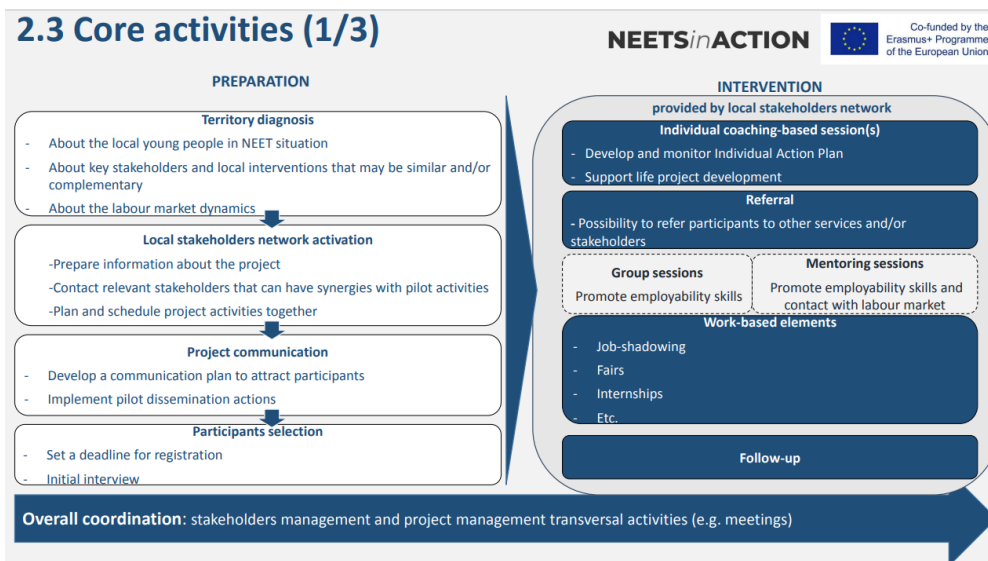


Figure 3: Model of intervention, core activities 1/3

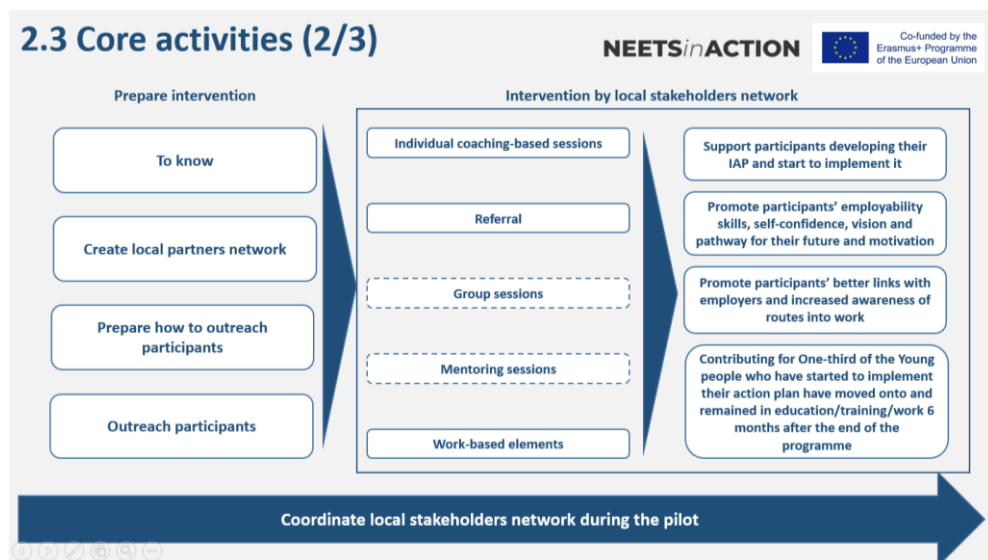


Figure 4: Model of intervention, core activities 2/3

At the same time, the pilot foreseen the **strategic role of the facilitators'** in:

- Supporting participants developing their IAP and starting to implement it,
- Promoting participants' employability skills, self-confidence, vision and pathway for their future and motivation,
- Promoting participants' better links with employers and increased awareness of routes into work,

- Contributing for one-third of the young people who have started to implement their action plan has moved onto and remained in education/training/work 6 months after the end of the programme.

The expected outcomes of the 3 pilots

The project achieved the short, medium and longer-term outcomes among NEETs and stakeholders involved in the 3 pilots. In this sense, several activities integrated in the intervention both with the NEETs and with the local community.

The identified expected outcomes of the intervention model were:

- Stakeholders are aware of the need for better coordination of local approaches,
- Stakeholders have improved collaboration with other entities (e.g., range of organisations they work with),
- Sustainable local partnership networks,
- Young People have a clearer vision and pathway for their future,
- Young People have started to implement their action plans to achieve their goals,
- Young People have increased employability skills, motivation, and self-confidence,
- Young People have better links with employers and increased awareness of routes into work,
- Young People have moved onto and remain in education/training/work after the end of the programme.

Long-term benefits of the testing

For young people in a NEET situation (micro-level): increased motivation to continue in education or training or look for and sustain employment opportunities; increased employability skills and competences and social capital; increased inclusion and social integration.

For professionals (meso level): increased level of preparation to guide and support young people in a NEET situation.

At the system/policy level (macro level): an increased awareness that closer employer-community-VET provider-Youth networking is a valuable tool to foster the social integration of young people who are in a NEET situation; changes in integrative



measures that better answer to the different needs of young people in a NEET situation at local, regional or national level.

For more detailed information, please see the impact evaluation report provided by Tavistock.

2.3. Specificities of the intervention in the 3 countries

The methods for selecting/identifying young people for inclusion in the project

In Portugal:

- Involvement of the relevant community stakeholders in developing and implementing the project.
- Involvement of the stakeholders network once in place to engage NEETs effectively.
- Participation in several dissemination events (as Futurália, 2019 and other local fairs).
- Holding of a meeting with the participation of young people in a NEET situation (3rd of May 2019) and some young "ambassadors" invited by local entities with the aim of presenting their testimonies on how they managed to get out of the NEET situation, inspiring potential participants to integrate the pilot.

In Spain:

- Very important role of the local community and the stakeholders' network, as many of them already collaborate aiming at the social inclusion of young people in a disadvantaged situation. The knowledge of these entities and the identification of common goals and synergies was developed in individual and common contacts through meetings or focus groups, promoted and organised by FR.
- Direct invitation to some people that approached FR, informing potential users about the program.
- Integration of some young people in FR stand in a youth fair that took place in A Coruña on the 11th of June 2019.



In Italy:

- In Veneto there is a very structured and efficient system of active labour policies based on the case management principle by an experienced operator capable of assessing skills and orienting people, arriving at the definition of a personalized action plan. It starts with orientation advice and job placement support.
- The first action was a mapping of the associations and organizations that could help CPV in the NEET involvement activity. Those organizations were subsequently contacted and invited to two events, the multiplier events.
- The associative partners have launched a campaign that has sent numerous jobless young people to an interview with CPV who would not have come to a contact on their own for assistance in finding a job. The target was openly generic. The unifying elements were the condition of NEET and a real inactivity, that is, to avoid active research. The group of users involved was therefore very articulated.

The mechanisms for achieving the outcomes foreseen in the project

In Portugal:

- Contacts with Young people in a NEET situation, through interviews to apply the various instruments: Initial individual contacts and communication actions with young NEETs to clarify expectations; Individual coach-based sessions (define and monitor the individual action plan); Group sessions (train soft and employability skills – key competences); Communication actions targeting local stakeholders (Plan for Community Facilitation).
- Increment of contacts making use of the Plan for Community Facilitation, in the sense of building trust and enhancing the image of NEETs.
- Build and maintain a good network of partners to provide opportunities for work-based learning and further referrals.
- Contacts with public companies for the internship and/or job experiences (GEBALIS, EMEL, EGEAC, CARRIS, IEFPP).

In Spain:

- Organization of group sessions with the network of stakeholders with the objective of discussing and making them aware of the general situation of NEETs in the area: the main strengths, weaknesses, opportunities, threats of current strategies for improving the situation of unemployed people including NEETs and

what each stakeholder can do to support the project and how they can benefit from it.

- The practices with the young NEETs were grouped in 3 intervention stages or elements that were incorporated in the model: “grabbing”, “orienting and stabilising” and “inserting,” with a particular focus on the soft skills gaps and skills mismatches which can act as obstacles to motivation, access and integration into the VET/education system and/or into the labour market.

Following the principle of flexibility in the application of the model, FR designed with each of the participants, according to the individual interests revealed, an individual action plan, which operated in a flexible and in a no mandatory way, but made them write their objectives and think about them.

In Italy:

- The first step was the organisation of the network of different associations that enabled to reach out and engage the NEETs. The different types of organisations can grossly be divided into two categories: a) employment services organisations (public and private) with a strong expertise on how to coach and train people who need to enter or re-enter the labour market, including training providers and adult education institutions and b) social care and youth organisation that provide different services but are strongly connected with disadvantaged young people and more apt to provide support in life skills.
- The “grabbing part” of the model was the most critical. CPV is an employment service, on the contrary there’s lack of expertise in bringing demotivated and discouraged people to the bureau and to engage them, bring them to the point of acting.
- Searches for internships’ placements opportunities on the local job market, activating direct contacts with companies and representative bodies; accompanying the first stages of insertion (some dynamics tend to persist in the job placement), intervening, if necessary, to make changes to the initial project.



3. Main results of the testing phase in the 3 countries

3.1. Pilot in Portugal

What was done?

CML highlights the following activities realized during the 6 months of the pilot (since April until October 2019):

- Contact and build bridges with other projects that have similar objectives than ComNetNEET project in the territory.
- Communication actions targeting local stakeholders - Plan for Community Facilitation.
- Build and maintain a good network of partners to provide opportunities for work-based learning and further referrals.
- Realization of interviews for the application of work tools for data collection of young participants: Initial Questionnaire to Participants; Consent form; Initial Questionnaire - Impact Assessment; Individual Action Plan; Group sessions; Individual coach-based sessions.

Project Indicators

| PROJECT INDICATORS | Goal | Results | Differential |
|---|------|---------|--------------|
| Involving NEET-in-situation youth as initial participants | 20 | 28 | 8 |
| Involving NEET-in-situation youth as participants with Action Plan | 15 | 23 | 8 |
| Young people participated in individual sessions, mentoring and/or group sessions | 10 | 13 | 3 |
| Young people participated in experiences "on the job/training" | 10 | 4 | -6 |

Table 1: Project indicators from Portugal

This table shows the goals in terms of project indicators, the results achieved and the differential among them. The results were exceeded in 4 of the project indicators (Involving NEET-in-situation youth as participants; Involving NEET-in-situation youth as participants with Action Plan; Young people participated in individual sessions, mentoring and/or group sessions) and not achieved in one (Young people participated in experiences "on the job/training"), due to the lack of time and resources to coordinate study visits with the companies with whom contacts were established and, lastly,



because the companies' work areas available did not match the areas of interest of the young people.

What the outcomes were?

At preparation phase level

CML started by carrying out meetings with several local partners from the two selected territories.

Analysis of the network of partners to be involved in the pilot and clarification of the role of each one, considering the activities they already carry out.

At NEETs intervention level

The main activities carried out with the young NEETs during the intervention:

- Young people in a NEET situation were identified and selected by the strategic/associated partners, through the network of community stakeholders.
- Referral to local stakeholders according to different support needs.
- Realization of interviews for the application of work tools for data collection of young participants (28): Initial Questionnaire to Participants (28); Consent form (28); Initial Questionnaire - Impact Assessment (19); Individual Action Plan (23); Group sessions (13); Individual coach-based sessions(21).
- At the end of the pilot, from the 28 young people who started the pilot: 8 gave up/were uncontactable; 3 maintained an initial situation; 8 were in training (of which, 1 has returned to school, 1 was in the labour market and 2 were on probation); 4 returned to school (1 of which also joined the labour market); 4 were inserted in the labour market (of which 2 were in training and 1 returned to school) and 4 undergone an internship (of these, 2 were in training).



Synthesis of the results of the situation of the Young People after the pilot:

| CURRENT SITUATION (after the pilot) | Nº |
|-------------------------------------|-----------|
| TRAINING | 4 |
| EDUCATION | 2 |
| EMPLOYMENT | 2 |
| INTERNSHIPS | 2 |
| TRAINING / EMPLOYMENT | 1 |
| TRAINING / STAGE | 2 |
| EDUCATION / EMPLOYMENT | 1 |
| EDUCATION / TRAINING | 1 |
| KEEP SITUATION | 5 |
| QUIT THE PROJECT | 8 |
| TOTAL | 28 |

Table 2: Project indicators from Portugal, after the pilot, more detailed information

At local community intervention level

CML established contact bridges with other projects that have similar objectives than ComNetNEET project and that were being implemented in the same territories, to build and maintain a good network of partners and to provide opportunities for work-based learning and further referrals.

Ongoing support structures and follow up level

During the 6 months of the pilot, monitoring and referral of participants was carried out by CML team, local and strategic partners (referred above) in the sense to their professional insertion, according to their needs and interests. After that period, to build and maintain a good network of partners for referrals and for work-based learning, particularly to employers, sectorial organizations and NGOs.

Overall coordination and cooperation level

Several meetings with the stakeholders to communicate the progress of the pilot. Next meeting foreseen is the 3rd multiplier event and it will be organized to share the final results of the model adaptation and how to improve this experience.

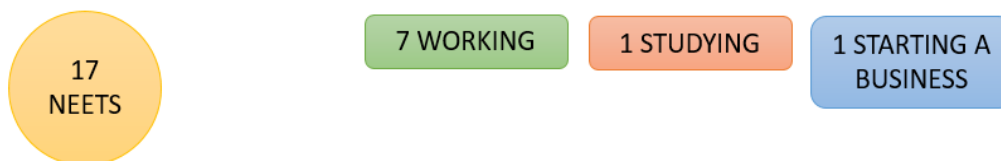
3.2. Pilot in Spain

What was done in the testing?

In the following table, FR shows an outline of the activities carried out during the 5 months of the pilot, specifying in each case those of which the Spanish participants were part. The actions of greater importance for the improvement of the personal and work situation of young people are marked in yellow.

| ID | Acronym | City | Initial interview | Individual Action Plan | Follow-up interview | Group session: competences | Group session: Specific training | 3 month follow-up | Job Fair 1 | Job Fair 2 | Mentoring | Number of actions | Working or studying |
|----|---------|----------|-------------------|------------------------|---------------------|----------------------------|----------------------------------|-------------------|------------|------------|-----------|-------------------|---------------------|
| 1 | PMGF | A Coruña | ✓ | | | ✓ | | | | | | 2 | |
| 2 | SBL | A Coruña | ✓ | | | ✓ | | | | | | 2 | ✓ |
| 3 | KAVR | A Coruña | ✓ | ✓ | ✓ | ✓ | ✓ | | ✓ | ✓ | | 7 | ✓ |
| 4 | ALCF | A Coruña | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | | 8 | ✓ |
| 5 | MFL | A Coruña | ✓ | ✓ | ✓ | ✓ | ✓ | | ✓ | | | 6 | ✓ |
| 6 | LBS | A Coruña | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | | 8 | |
| 7 | LJLV | A Coruña | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | | 8 | |
| 8 | LAGL | A Coruña | ✓ | | | ✓ | | | ✓ | | | 3 | ✓ |
| 9 | LMGG | A Coruña | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | | 8 | ✓ |
| 10 | ODL | A Coruña | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | | 8 | |
| 11 | DLT | A Coruña | ✓ | ✓ | | | | | | | | 2 | |
| 12 | JMHP | A Coruña | ✓ | ✓ | ✓ | ✓ | | ✓ | | | | 5 | ✓ |
| 13 | JJPM | A Coruña | ✓ | ✓ | ✓ | | ✓ | ✓ | | | | 5 | |
| 14 | DJLR | A Coruña | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | | | | 6 | |
| 15 | MPE | A Coruña | ✓ | ✓ | ✓ | ✓ | | ✓ | | ✓ | | 5 | ✓ |
| 16 | LPC | Santiago | ✓ | ✓ | ✓ | | ✓ | ✓ | | ✓ | ✓ | 7 | ✓ |
| 17 | JÑ | Santiago | ✓ | ✓ | ✓ | | ✓ | ✓ | | ✓ | | 6 | |

Table 3: Project indicators from Spain



What the outcomes were?



+ 50 % IMPROVED
THEY WORK
SITUATION



5 WORKING, 1
STUDYING AND 1
ENTREPRENEUR



2 JOBS FOUND

At preparation level

For the preparation of the pilot, FR trained the professionals who would work with the young people on the pilot, as well as get familiarized with the materials to be collected. FR also held meetings with local stakeholders to inform about the project, learn about their reflections and ideas and receive support in the selection of candidates. FR have prepared the material for the communication of the action and the results.

At NEETs intervention level

The main activities carried out with the young NEETs during the intervention have been the following:

- 13/05/19 to 04/06/19 Training in soft and social skills and employability skills.
- 29/5/19 Assistance to the Fair Dual FP. Where participants received information about what dual training exists, career opportunities and the different courses offered in the area.
- 10/6/19 to 18/07/19 Specific training "Administrative management".
- 11/6/19 Job Fair A Coruña. Participants attended the job fair with an action plan and set goals and two of them found work there.
- 28/6/19 Demoday & networking "Entrepreneurial skills". Participants listened to the presentations of business models of a group of entrepreneurs and had the opportunity to talk with them in a sharing moment and opportunity.
- 17/7/19 visit to the business incubator "Accede Papagaio" (25 companies). Participants had the opportunity to visit the jobs in the coworking space of A Coruña.



- 24/9/19 Job Fair Bergondo. Participants attended the job fair on their own, without FR facilitators accompaniment.
- Individual coach-based sessions. Including personalized and individual care, during which an action plan was designed, and its evolution was reviewed later.
- Referral to local stakeholders. To request information on employment or education opportunities or personal and social needs.
- Mentoring sessions. Start of a mentoring relationship of a young entrepreneur with a volunteer professional.

At local community intervention level

FR informed the relevant stakeholders of the implementation of the program and held meetings to receive their impressions and suggestions. Stakeholders collaboration have been essential in the selection of participants and in attending events supporting the pilot objectives. FR have kept stakeholders updated on the program activities to look for other possible synergies.

Ongoing support structure and follow up level

For the follow-up with the participants, the individual counselling sessions were continued periodically during the rest of the year 2019, especially with those who did not start working or were integrated into the education system. In some cases, the contact was maintained by telephone, with follow-up calls to know their current situation.

FR informed participants of opportunities such as other job fairs, such as the following:

- 3/10/19 Returned Fair. Fair for returning immigrants organized by Hevega, to which FR invited young NEETs to attend.

Nowadays, pilot participants are aware that they can come to FR to look for help and support t to re-evaluate their actions and plans.



3.3. Pilot in Italy

What was done in the testing?

The following tables show the activities that were carried out during the testing phase.

Project indicators

| Project indicators | Goal | Results | Differential |
|--|------|---------|--------------|
| Involving NEETs in situation youth as participants | 20 | 21 | 1 |
| Involving NEETs in following IAP | 15 | 16 | 1 |
| Young people participated in individual sessions and or group sessions | 10 | 16 | 6 |
| Young people participated in experiences on the job/training | 10 | 11 | 1 |

Table 4: Project indicators from Italy

This table shows the goals in terms of project indicators, the results that were achieved and the differential among them.

For privacy reasons, CPV indicates in the next table only the gender of the participants. As of the release date of this report, the situation is as follows: 4 participants found a job and 10 are doing an internship.

| Gender | Initial interview | IAP | Individual session | Group coaching | Job shadowing | Job tour | Training | Internship | Employment |
|--------|-------------------|-----|--------------------|----------------|---------------|----------|-------------|------------|------------|
| F | X | X | X | | X | | | | X |
| M | X | X | X | | | | | | X |
| M | X | X | X | X | | X | Welder | X | |
| M | X | X | X | | | X | | | X |
| M | X | X | X | X | | | | | X |
| F | X | X | X | X | | | Warehouse | X | |
| M | X | X | X | | | | | | |
| M | X | X | X | X | | | Welder | X | |
| F | X | X | X | X | | | Back office | X | |
| M | X | X | X | | | | | | |
| F | X | X | X | | | X | Marketing | X | |
| F | X | X | X | | | X | Back office | X | |
| F | X | X | X | | | X | Marketing | X | |

| | | | | | | | | | |
|---|---|---|---|--|--|---|-----------|---|--|
| M | X | X | X | | | X | Marketing | X | |
| F | X | X | X | | | X | Marketing | X | |
| F | X | X | X | | | X | Marketing | X | |

Table 5: Project indicators from Italy, more detailed information

Synthesis of the results of the situation of the Young People after the Pilot in Italy

| Current situation | N. |
|-------------------|-----------|
| Training | 2 |
| Education | 0 |
| Employment | 4 |
| Internship | 10 |
| Quit the project | 5 |
| Total | 21 |

Table 6: Project indicators from Italy, after the pilot

What the outcomes were?

The main activities carried out with the young NEETs during the intervention:

- Young people in a NEET situation were identified and selected by the strategic/associated partners, through the network of community stakeholders in April /May. CPV currently runs active policies activities (guarantee system) for young people and for senior citizens in their transition phases between one job and another. The participants of the pilot were selected among passive young people with the help and assistance of different organisations.
- In many individual activities started at CPV. The operators started an interview and balance of competences process.
- In this process, the tools provided by the project were used such as: Initial Questionnaire to Participants; Consent form; Initial Questionnaire - Impact Assessment; Individual Action Plan; Group sessions; Individual coach-based sessions. Some of those tools are registration forms and others are overlapping with ordinary tools for employment service activities. Nevertheless, some contain information related to social aspects and personal needs that are not normally registered by labour market operators. As a result, those tools can be useful for the cooperation between youth organisations and social assistance and labour market policies daily.
- At the end of the pilot, from the 21 young people who started the pilot: 5 gave up; 4 found a job; 2 are in training and 10 are undergoing an internship.



At local community intervention level

The governance of a system should be based on specific agreements to harmonize social and employment services, consolidating the integration between socio-welfare and training and employment policies, making the resources involved complementary.

Currently CPV is working to stimulate the dialogue among different stakeholders. Some issues that emerged during the piloting are as follows:

Unitary management of interventions

In the phase of local network first meeting to coordinate activities many opinions included the unitary management of the interventions, with the integration between the social-welfare tools and the training and work policy interventions and between actors operating in these fields of a public nature, private profit and non-profit. This is certainly a good intention but difficult to implement in a daily basis and with sustainable costs

Cooperation with companies

For disadvantaged people it is essential to think of an insertion in the labour market based on a personalization of the intervention and on the passage to find a consensual mode with the company (targeted placement), based on the analysis of the workplace in a broad sense.

Ongoing support structures and follow up level

The first problem of a local network is the management of relationships within the network but also with political decision-makers.

Enhancement of network relationships: with this CPV refers to initiatives aimed at improving the communication and joint action among different organizations which, while sharing in a given place the same purpose of facilitating and offering opportunities for insertion and job retraining for people with social disadvantages, they cover very different institutional and social tasks. CPV is trying to convey these ideas locally at the same time it is speaking with the regional authority to pass some concepts.

Integrating the resources and skills of each component into a structured network also means supporting a widespread understanding of the technical terminologies adopted by each actor throughout the partnership. For this reason, in CPV opinion it would be a useful tool a brief glossary for sharing the meaning of the terms in use in different partner organizations.



Once the technical terms in use by each actor involved in the local network are clear, to pursue the enhancement of network relationships, it is appropriate to proceed on a higher level of action: the creation of organisational support of second level services (training, shared information databases, procedures and so on) that can guarantee support to all operators involved.



Project

ComNetNEET "Community Networking for Integration of Young People in NEET Situation"

4. Main conclusions

In Portugal:

- Existence of a good communication plan targeting local stakeholders and improved articulation between the municipal services (human resources, economy and innovation, network employ and entrepreneurship).
- Formalization of the partnerships, in a short and medium time, with municipal companies, and strategic partners such as: Parish Councils, IEFP, SCML, GEBALIS, in the sense of integrating young NEETs in internships, training and / or employment.
- Improve the articulation with other partners of the Lisbon Social Network, who work with and for young people.
- Young people in a NEET situation identified and selected from the territories with the support of strategic/associated partners, through the network of community stakeholders.
- Involvement of the relevant community stakeholders in developing and implementing the individual action plan; realization of interviews, group sessions and individual coach-based sessions.
- Building and maintaining a good network of partners to provide opportunities for work-based learning and further referrals.
- The need to pre-test the tools to apply to the target group, with the contributions of the partners who use them. Understanding if they are clear, practical, objective, if they need to be improved, etc.
- Increase the follow-up time of participants involved in the project.
- Increase funding for entrepreneurship projects, focused on the creation of own jobs by young people.

In Spain:

- To work in an environment of trust and away from the rigidities of formal education.
- It is important to make young people aware what they need to set goals and steps to achieve them; the support of a technician is essential for the intervention and to guide properly.
- The strategy is to create a sense of group membership, group dynamics and working together to achieve goals in teams.
- Young people valorise being able to participate in the decision of the training; transversal competencies must be worked, as well as self-confidence.



- When visiting job fairs and other job opportunities, it is very useful to guide young people with an action plan and support them in the doubts or insecurities that may arise.

In Italy:

- There's awareness at local operators and middle management level of the possible synergies between different services.
- Probably cooperation works better in the reaching out and engaging phases than in employment service delivery although it was stressed that a group of operators (social and employment) should work side by side when treating the same person.
- Working on a daily basis on singular persons is difficult and costly and some non-measures that are not currently funded could be effective in engaging NEETs.
- There is the need for shared tools, web support services, data sharing and procedures to achieve a stronger cooperation.
- The model of intervention can be easily transferred to different communities and also to different target group: also different kind of disadvantaged persons would need a better coordination of social or health assistance and labour market integration: migrants, disabled persons, ex-prisoners, elderly under qualified people that loose the job before being entitled to retirement.

4.1. Synthesis of the overall recommendations

Despite the positive results of the 3 pilots namely in terms of bringing capacity building and another vision of cooperation at local level, there are recommendations we can use from this experience, when trying to transfer this initiative and model of intervention to other territories and/or with other end-users.

The recommendations from the Italian partners, are similar to the ones from Portugal and Spain, in the sense of the importance of establishing a sustainable network among organisation with different institutional and social tasks that can support disadvantaged persons seeking integration in the job market.

For public authorities at local level (Municipalities or Public Employment services or others according to national articulation of competences and powers of different institutions), they should take the initiative for:

- a) the enhancement of network relationships.
- b) the organisation of network coordination.



Enhancement of the network: improving the communication and joint action among different organizations which, while sharing the same purpose of facilitating and offering opportunities for insertion and job retraining for people with social disadvantages, they cover very different institutional and social tasks.

The coordination at local level of the network of public and private stakeholders is a key issue.

The governance of a system should be based on specific agreements to harmonize social and employment services. Consolidating the integration between socio-welfare and training and employment policies, making the resources involved complementary.

Organisational support: joint training of operators from social and employment services, shared information databases, procedures to activate the intervention and to manage it.

Unitary management of the single case the person should be taken in charge by a case manager responsible for all the activities. The different interventions should be managed in cooperation by social organisations, training providers and employment centres. This would be the perfect solution, but it is difficult to implement daily and with sustainable costs, so this is a solution offering constraints at legal level and at sustainability level.

4.2. Synthesis of the positive aspects

There are several positive aspects to be highlighted, such as:

- **Better knowledge about local entities and their work**, and dissemination of the work done already in spaces like Espaço LX Jovem or the Casa da Juventude da Ajuda in Lisbon.
- **Partnership building:**
 - o CML established contact bridges with other projects that have similar objectives to the ComNetNEET project and that were being implemented in the same territories: the JOBSTER project, coordinated by AGIR XXI; Associação Aguinense, which has a GIP (Professional Insertion Office); Fábrica do Empreendedor, with the Diageo Learning For Life project; the CML services (Qualifica Office) and representatives of CML Social Services. CML went to Ajuda to establish the first contact with YP, with the collaboration of the Parish Council of Ajuda.
 - o FR involved the Chamber of Commerce of A Coruña, Town Halls of A Coruña and Santiago, Association of Young Entrepreneurs, Association of



Autonomous of Galicia, Patronato Concepción Arenal, IGAXES, Hevega, Paideia Foundation and VET.

- CPV involved associations, youth support services and Municipalities to improve the reaching out and the integration of this new approach in the Youth Guarantee program that was running.
- **Possibility to extend partner network** in the pilot's territory to others in Lisbon and the model of intervention can be easily **transferred to different communities and to different target groups** as mentioned by the Italian partners.

4.3. Synthesis of the overall improvements

- **Methodological aspects:**
 - **For a 3 years project duration**, only 6 months (in average) to implement the pilot is considered short, since there was the need to prepare the intervention team, the methodology, the tools, the creation of the network of local partners.
 - The tools “Initial Interview” and “Initial Plan Action” were improved before their application, to get simpler, realist and adapted to each reality. **There is the need for shared tools**, web support services, data sharing and procedures to achieve a strong cooperation.
 - To increase the **articulation between the municipal services** (human resources, economy and innovation, network employ and entrepreneurship).
 - **Companies and employers:** the importance of having information to involve the companies/employers, since they assume a double role, the knowledge of the phenomenon as a whole and the offer of concrete job place management.
- **Financial aspects:**
 - Formalize partnerships, in a short and medium time, with municipal companies in the sense of integrating young NEETs in internships, training and/or employment.
 - The financial of the projects/commitment from strategic partners such as: Parish Councils, IEFY (Youth Guarantee), SCML, GEBALIS must be more effective and must have closer links, in the dissemination of the project with a view to a greater referral of young people to the project;
 - Evaluation of information exchanges between local network organisations. It is needed an in-depth analysis of the communication needs of the local organisations for cooperating and financing.



4.4. Synthesis of the lessons learned

- **At the intervention level:**
 - There are critical aspects of the methodology and adaptations must be done to the cultural contexts.
 - In some cases, at organization level, a “weak network identity” and a “strong and closed network identify” leaves to ineffective ways of exchanging knowledge and experiences, since the organizational practices are insufficiently shared and there isn’t a dynamic of trust, empowerment and delegation.
 - Improvement of communication is essential: being aware of different languages and terminologies and creation of good relationships, reduction of stereotypes and increase the participation, the common feelings and the good cooperation.
 - The excessive bureaucratization (in the absence of adequate organizational support) is an issue

- **At stakeholders’ level:**
 - Sustainable local partnership networks are critical.
 - Stakeholders are aware of the need of better coordination of local approaches.
 - Stakeholders have improved collaboration with other entities (e.g., range of organisations they work with).

- **At investment level:**
 - Need for a census of formal agreements and existing relationships (many organisations are already working closely in contact).
 - Need for financing to local partners within the pilot to have more time and human resources available.

- Working on daily basis on singular persons within different organisations is difficult and costly.



5. Main supporting documents

Supporting documents to compare the results of the model application in the pilot tests

Some documents are the resources for the application of the model in the three pilots:

- Templates for pilot testing – available at https://NEETSinaction.eu/wp-content/uploads/2019/03/IO2_A4_guideline_12_03_19_final.pdf
- Templates with the tools - https://NEETSinaction.eu/wp-content/uploads/2019/03/NIA_IO2_TESE_Tools_guide.pdf
- Focus group organized during the project transnational meeting in A CORUÑA (May 2019)
- Templates for the impact evaluation – available at <https://trello.com/b/Qyfm018Z/impact-evaluation-and-revision-of-the-model>
- The entire reports of the 3 pilots in partners countries - <https://NEETSinaction.eu/>

ⁱ The SURE initiative will provide **financial assistance of up to €100 billion** in total to Member States in the form of loans granted on favourable terms. These loans will help Member States to cover the costs of national short-time work schemes - public programmes that allow firms to reduce the working hours while providing income support. The short-time work schemes help sustain families' incomes and preserve the productive capacity and human capital of enterprises and the overall economy.

