



## 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



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Lisbon, Portugal

CML/DDS/DCJ/NAJ

**Title**

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

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**Authors**

Ana Barreiros, CML  
Beatriz Borges, CML

**Reviewer**

Jorge Vieira, CML

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## 1. Executive Summary

The Lisbon City Council - CML, within the scope of the Community Networking for Integration of Young People in a NEET Situation, presents here, the **report** concerning results of implementation of the pilot in Portugal, Lisbon.

This report aims to reflect an experience carried out for six months, from April to October, in two territories in the city of Lisbon: Ajuda and Marvila. It is a pilot project, whose model was created through the use of specific information in best practices.

The Intervention model proposes a wide range of actions in order to promote social inclusion for young people in NEET situation. One of its main strengths is the focus on the **activation of a local stakeholder's network to provide a holistic answer** to young people in NEET situations and to reach more sustainable outcomes, so CML considered it pertinent to implement the pilot, according to this orientation.

The structure of the report includes: an **introduction**, the **Main objectives**, the **Main results of the testing phase in Portugal**, **Details and results of the pilot in Portugal**, and finally, the **analysis of those results taking in consideration the impact**.



## 2. Introduction

The Lisbon City Council (CML) currently offers a Government program based on 5 axes: Inclusive City / Proximity City (giving voice to the 24 existing parish councils in the city) / Entrepreneurial City / Sustainable City / Global City.

The defence of social rights is part of the political and governance model of CML through an integrated strategy based on education, culture, social development, health, youth, sport and housing, in conjunction with employment, entrepreneurship and innovation.

The Community Networking for Integration of Young People in a NEET Situation project presents here the IO2 MODEL OF INTERVENTION TARGETED AT NEETs, through its Activity 5, presenting the report for the results of testing in Portugal.

### 2.1 The Young People in a NEET situation at pilot model

#### Preparation

The final validation of the model was done by the partners responsible for the testing phase during the transnational meeting in Spain (May 2019).

Before that, training of the staff was done in February 2019 during 2 ½ days by Webinar. The training of the staff was coordinated by TESE – Associação para o Desenvolvimento and CECOIA – Centro de Formação Profissional para o Comércio e Afins.



Training of the staff and selected technicians from partner entities, 13 and 14 of February 2019

CML started by accomplish meetings with several local partners from the two selected territories with the objective of involving them together with the CML in the implementation of the pilot, to capture young people in NEET situations, as well to participate in the preparation of the 2nd Multiplier Event in Lisbon.

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 and others that they may develop of interest to the pilot and target audience: Association AGIR XXI, Fábrica do Empreendedor, Clube Intercultural Europeu, Association Aguinenso, European Association of Young Educators, Junta de Freguesia da Ajuda e de Marvila (Parish Council of Ajuda and Marvila), among others.

On May 3, 2019, the 2nd multiplier event of the Community's stakeholder network was held. It took place in the Espaço Lx Jovem of CML, in the morning. This meeting aimed at reporting the project implementation, as well as creating a space for sharing: good practices, experiences and synergies among the various partner's entities in the implementation of the pilot. It also relied on with the participation of the strategic partners: Santa Casa da Misericórdia de Lisboa, (SCML), Instituto de Emprego e Formação Profissional – IEFP (with Programa Garantia Jovem (Youth Guarantee Program) and GEBALIS (Municipal Social Rental Management Company in Municipal Neighbourhood's).

CML also counted on the presence of other relevant entities, such as the Instituto Português do Desporto e Juventude (IPDJ), Programa Escolhas, Dá-te a Marvila – Escolhas Project, Instituto de Apoio à Criança, Rede Social de Lisboa, Comissão de Proteção de Crianças e Jovens Oriental and Fundação Aga Khan among others to make their contributions to the action and sustainability of the project. In this context, several training offers were disseminated, internships among other answers target to young people in NEET situation. 39 representatives of entities and some young people in NEET situation were attended.

Meeting held, also on May 3, in the afternoon, with the participation of young people in the NEET situation, as well young "ambassador" or successful, invited by partner entities to present their testimonies, about how they stopped being Young NEET's, the problems they had to overcome, listening to their experiences and share them with other's young people in NEET situations present. It was also very important to hear other young people talk about their experiences, expectations and interests and trying to capture them for the project. The CML's partner entities disclosed the existence of responses in the area of vocational training

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and projects, which could be of interest to this target audience. **25 people attended (28% of YP).**



2nd Multiplier Event - 3 May 2019

## Implementation

The implementation of the model in Portugal |Lisbon was carried out by Department for Social Rights/Division For Cohesion and Youth – DCJ/Youth Support Office - NAJ, of Lisbon City Hall – CML. The staff from CML/NAJ work, in the **Espaço Lx Jovem**, located in the parish of Marvila.

Being a comprehensive model, not all the activities were tested in the pilot, for lack of time and resources. Taking advantage of model's flexibility, it was possible to adjust some activities according to territory's own specificities and resources and of partner entities.



Youth Support Office – NAJ | Parish of Marvila

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In this context, we highlight the following activities realized:

- Have been established contact bridges with other projects that have the same objectives than project ComNetNEET, that were being implemented in the same territories, namely: the **JOBSTER project**, coordinated by **AGIR XXI**, which operates in both territories and works with the same target population, through creative dynamics, and using appealing language among young people (non-institutional, informal); **Associação Aguiense**, which has a **GIP (Professional Insertion Office)** and works with families, being able to identify some young people for the pilot; **Fábrica do Empreendedor**, with the **Diageo Learning For Life project**, which is in its 2nd edition and which promotes the **Bartender Project** and which aims to prepare young people for future careers in bartending, in Lisbon, in a partnership with the **Social Entrepreneurs Agency** (SEA - Social Entrepreneurs Agency) and the **Ás de Copos School**; the CML services (Qualifica Office) and representatives of CML Social Services, with valences /initiatives in progress and that can be made compatible with the activities in progress under the ComNetNEET project;
- Participation/a presentation the Project in Futurália (Apr. 2019) and visit the Employment and Employability Fair of Marvila (Nov. 2019);
- Young people in a NEET situation were identified and selected by from the intervention in the Territories defined above with the support of strategic/associated partners, through the network of community stakeholders;
- Communication actions targeting local stakeholders - Plan for Community Facilitation, which included the design of a brochure about the project with the identification of the local partners involved in the pilot;
- Build and maintain a good network of partners to provide opportunities for work-based learning and further referrals;
- Involve the relevant community stakeholders in developing and implementing the individual action plan;
- 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)**;
- Realization of Group sessions (train employability skills – key competences – as the BootCamp **(15 YP** participated and **10 YP** finished the activity);



- At the end of the pilot, of the 28 young people who started the project: 8 gave up / were uncontactable; 3 maintains an initial situation; 8 are in training (of which, 1 has returned to school, 1 is in the labour market and 2 are on probation); 4 returned to school (1 of which also joined the labour market); 4 are inserted in the labour market (of which 2 are in training and 1 returned to school) and 4 are undergoing an internship (of these, 2 are in training);
- Meeting **with participation of 7 YP**, and some local entities to measure the interests and experiences of the young people present are auscultating, capturing them for the project;
- Increase contacts making use of Plan for Community Facilitation, build trust, enhance image of NEETs;
- CML went to Ajuda to establish the first contact with YP, with the collaboration of the Parish Council of Ajuda. The all of instruments were applied;
- Build and maintain a good network of partners for referrals and for work-based learning, particularly to employers, sectorial organizations and NGOs.



BOOTCAMP - 18th and 19th of July 2019

## Follow up

Until the beginning of the pilot, several individual interviews were conducted, and referrals were made to partners who could respond to the needs of young people in NEET situations, in terms of job offers, training, and / or internships.

During the 6 months of the pilot, monitoring and referral of participants was carried out by CML team, local and strategic partners (referred to above) in the sense to their professional insertion, according to their needs and interests.

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**The target group** – to include 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.

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

- Involved the relevant community stakeholders in developing and implementing the project;
- Involving of the stakeholder network once in place to engage NEETs effectively;
- Participation and dissemination of the Project on Futurália (Apr. 2019);
- Dissemination of the project in CML official media: Facebook and site (May 2019);
- Holding a meeting with the participation of young people in NEET situation (3rd of May), as well as young "ambassador" or successful, invited by partner entities to present their testimonies of how managed to get out of the situation NEET, as well as measure the interests and experiences of the young people present are auscultating, capturing them for the project. Disclosure by CML partner entities, of the responses they may make available in accordance with the needs of the target group;
- Realization of Individual coach-based sessions (since May to October 2019);
- Realization of Group sessions: train soft and employability skills – key competences (May and July 2019).



Partner Meetings - 20 Mar. 2019



Meeting with Youth Technicians from Europe - 30 May 2019



## **The expected outcomes of involvement in the project included**

In this sense, activities integrated in the intervention of the model both with the NEETs and with the local community were achieved the short, medium and longer-term outcomes among NEETs and stakeholders involved in the pilots.

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.
- YP have a clearer vision and pathway for their future.
- YP have started to implement their action plans to achieve their goals.
- YP have increased employability skills, motivation and self-confidence.
- YP have better links with employers and increased awareness of routes into work.
- YP have moved onto and remain in education/training/work after the end of the programme.

## **The mechanisms for achieving these outcomes included:**

- Contacts with YP NEET's, through interviews to apply the various instruments: Initial individual contact and communication actions with young NEETs to clarify expectations; Individual coach-based sessions (define and monitor individual action plan); Group sessions (train soft and employability skills – key competences). 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.
- Involve the relevant community stakeholders in developing and implementing the project. Increment of contacts making use of Plan for Community Facilitation, in the sense of build trust, and enhance image of NEETs.

- Contacts with public companies for the internship and/or job experiences (GEBALIS, EMEL, EGEAC, CARRIS, IEFP).

## The main elements of the model to be piloted included:

- The various instruments used during the pilot applied to participants and facilitators.
- Monitoring and participation by CECOJA in meetings with CML partners that were involved in the pilot. Clarification on the operation of the project, and the instruments to be used during the pilot.
- Planning and conducting group sessions, which included soft skills and specific training.
- Job fairs. At this point is important to give them an action plan to approach the different companies present in the fair and achieve better results.



Job fairs | Marvila (25 November 2019)

## Assessing the results of the application of the pilot projects

Four documents and activities served as the main sources of information about the results of the application of the model in the three pilots:

- Template for pilot testing (see O2-A4 - Testing the model and the tools).
- Template with the tools (O2-A2 - Creation of the tools for action).
- Focus group during the project meeting in A CORUÑA (May 2019).
- 5th Transnational Meeting – 11 e 12 de December 2019 in London (Model development and Piloting framework - Delivery and Learning: Portugal).

## 3. Main Objectives

The results of the application of the pilot project in Portugal were reported by CML. Other specific tasks included:

- TESE and CECOA provided the staff training in February 2019;
- Local and strategic partners participated at the 1<sup>st</sup> networking meeting for the local testing in Lisbon, coordinated by CML (May 2018);



1<sup>st</sup> networking meeting | Multiplier event (9 of May 2019)

- Local and strategic partners participated at the 2<sup>nd</sup> networking meeting for the local testing in Lisbon, coordinated by CML (May 2019);
- CML is responsible for the overall reporting;
- CML is also responsible for the collection of the evidences supporting the results in Portugal.

## 4. Main results of the testing phase in Portugal

### 4.1. The results of the pilot in Portugal

**Table 1 – Preparation, Territory Diagnosis**

<p><b>NEETs</b></p>	<p>In Portugal <u>the population between the ages of 15 and 34 who does not work, does not study and does not receive training has been increasing</u>. During 10 years, between 2005 and 2014, the population rate in these conditions, in relation to the population of the same age group, rose from 15.5% to 20%. In 2013 it reached a maximum value of 24%. Source: Eurostat.</p> <p>In 2011, according to the Census in Lisbon, <b>the percentage of the population between 20 and 30 years old, who did not work or study, was 18.21%</b> of the population of the same age group.</p> <p><b>Ajuda and Marvila - 25% and 26.5%</b>, NEETs, respectively. (Data from the Social Diagnosis of Lisbon /Câmara Municipal   INE Census 2011. <b>Marvila</b>, has the highest rate of young people in all parishes in Lisbon (<b>9%</b> of young people in Lisbon live in Marvila; <b>17%</b> of the resident population of Marvila is <b>between 15 and 24 years old</b>. (6513 young residents). In <b>Ajuda</b>, <b>3%</b> of young people in Lisbon lived there. <b>13%</b> of the resident population of <u>Ajuda is between 15 and 24 years old</u>. (2269 young residents).</p> <p>Young people in a NEET situation were identified and selected by from the intervention in the Territories defined above with the support of strategic/associated partners, through the network of community stakeholders, highlighting Fábrica do Empreendedor that managed to capture most of the young participants.</p>
<p><b>Local stakeholders</b></p>	<p>The preparation was focused on our staff and the local stakeholders, as they help us identify the NEETs and also creating a network. CML started by accomplish meetings with local partners from the two selected territories with the objective of involving them in the implementation of the pilot, to capture young people in NEET situation: Agir XXI, Fábrica do Empreendedor, Clube Intercultural Europeu, Associação Aguinenso, European Association of Young Educators, Junta de Freguesia da Ajuda (Ajuda Council Parich) e Junta de Freguesia de Marvila (Marvila Council Parish); RedeEmprega (network to promote employment in the City of Lisbon).</p>
<p><b>Communication Plan</b></p>	<p>Printing of the brochure for dissemination during the Pilot; several partner meetings, as taken place in Marvila and Ajuda; telephone / emails contacts.</p>



**Table 2 – Preparation, NEETS Selection**

<p><b>Preferences and habits</b></p>	<p>Establish connections with other projects with the same objectives. ex: JOBSTER, Blue Generation, the Bartender Project; 2º Multiplier Event to present and share the testing phase in PT; Meeting with the youngsters, to present the project and involving them in the implementation of the pilot, to capture young people. Different preferences and habits were detected among young people. Most of the young participants where male (18 Male and 10 Female).</p> <p>The following areas of interest of the participants stand out: Working with children, Security, Accounting, Multimedia - Image editing, Model / Fashion, Ready-to-Wear Store Operator, Computer science, Singer Rapper, sport, Pharmaceutical, Bartender, Fireman, Music Production, Security.</p>
<p><b>Young leaders</b></p>	<p>One young "ambassador", invited by Association AGIR XXI presented is testimonial on how managed to get out of the NEET status (in the meeting held on May 3, 2019).</p>





**Table 3 – Preparation, Local community and stakeholders’ network**

<p><b>Contacts with stakeholders</b></p>	<p>About 60 contacts were made (this number includes all the meetings to present the project and establish a partnership, attract young people, prepare for the pilot, during the implementation of the pilot, preparation for individual and group sessions with participants, established contacts and meetings follow-up and referral of participants and also participation in job fairs).</p> <p>Several meetings were held with local entities in the parishes covered by the pilot (Ajuda and Marvila), to become partners in the implementation of the intervention model.</p> <p>The team met with the following entities: Marvila Parish Council, Ajuda Parish Council; Aventura Social Associação; Agir XXI; Fábrica do Empreendedor; Young Educators Association, Clube Intercultural Europeu; Aguienso; Associação Cristã para a Reintegração Social; Projeto Escolhas 7ª Geração – Dá-te a Marvila.</p> <p>At these meetings, CML invited the officers of the entities, to participate on the training action on the intervention model. On 13 and 14 February was held a meeting with the partner entities, to prepare de staff and to be facilitators in the implementation pilot process.</p> <p>Some municipal public companies were contacted to check the availability to accommodate young people, whether in JobShadwing or Internship or Work/Employment Contracts: Gebalis, EGEAC, EMEL, Serviços Sociais da CML, Carris.</p>
<p><b>Good knowledge about labour marked</b></p>	<p>Knowledge of job offers / training / internships through Instituto de Emprego e Formação Profissional (IEFP), Santa Casa da Misericórdia de Lisboa (SCML), Agir XXI, Fábrica do Empreendedor, European Intercultural Club; Job Fairs; RedEmprega of Lisbon.</p>
<p><b>Community activities</b></p>	<p>2nd multiplier event, on 3<sup>rd</sup> May 2020 - it was presented the “Social inclusion of young people in NEET situation in the territory of Lisbon”. The partners shared “Further experiences and synergies” from other organizations involved in the testing phase. It was discussed the role of the Strategic Partnerships and their contribution to the project actions and sustainability. A meeting for young people, on 3<sup>rd</sup> May 2020, was held to publicize and disseminate the Project, which was widely disseminated among them and other entities working with young people.</p> <p>Other meetings held between entities promoting employment / training / internships and NEET young people.</p>



**Table 4 – NEETs Intervention, engaging measures targeted towards individuals**

<p><b>Initial contacts and communication</b></p>	<p>The initial contacts with the young people were established through the partners of (Junta de Freguesia da Ajuda - 10 young people, Fábrica do Empreendedor - 12 young people) and through the dissemination of the project or participation in community activities (3 young people).</p> <p>28 young people in NEET situations took part in the Project, with the following areas of interest: Working with children; Entrepreneurship Project (sharing music style); Accounting; Multimedia - Image editing; Airport cleaning; Model/Fashion; Wear Store Operator; Computing; Rapper Singer; Sport Area; Pharmaceutical; Organization of Events/Marketing; Bartender; Firefighter; Musical production; Safety</p> <p>Of the contact established with 28 young people, 23 formulated their Individual Action Plan and 12 made the 1st revision of the IAP.</p> <p>Of the 28 young people who started the Project: 8 young people were referred for Training (Accounting - 1; English - 1; Bartender - 2; Sports - 1; Security - 2; Music Production - 1); 4 young people returned to school to finish compulsory education; 4 integrated the Labour Market (Cleaning Service - 1; Commerce / Intermarché -1; Pharmacy - 1; Fireman - 1); 4 are in Internship (Lisbon City Hall - 1; musical / tour area - 1; Parish Council of Ajuda - 1; computer company - 1).</p> <p>It should be noted that there are 5 young people who are in a double situation: Training / Employment - 1; Training / Internship - 1; Education / Employment - 1; Education / Training - 1.</p> <p>Finally, 5 young people maintain the initial situation and 8 have given up / are unreachable.</p>
<p><b>Young leaders</b></p>	<p>The local partner, Agir XXI, through the Jobster Project, identified a young leader, who was the animator of the Project, whose role was to be the interlocutor between Project and young people in NEET situations, and he participated in the Meeting with The YP, in 3<sup>rd</sup> of May 2019.</p> <p>A contact was established with a Young Barber Shop Entrepreneur who was present at BOOTCAMP, as an inspiring person.</p>
<p><b>Alternative activities</b></p>	<p>Don't apply.</p>



**Table 5 – NEETs Intervention, orienting and stabilizing measures targeted towards individuals**

<b>Referral to local stakeholders</b>	Six referrals were made to the following partner entities: Agir XXI - for inclusion within the scope: Jobster Project; European Intercultural Club - for eventual integration in the Blue Generation Project; Fábrica do Empreendedor – for eventual integration in the Learning for Life - Bartender Training or to integrate in other workshops about entrepreneurship skills competencies; CAIS – to integrate in any training course for soft skills; SCML to integrate in various training offers; CML services (Qualifica Office) to training offers.
<b>Individual coach-based sessions</b>	21 individual sessions were held to complete the Project's tools, as well as to monitor tasks / activities.
<b>Group sessions</b>	We organized a BOOTCAMP for 2 days, with local stakeholders, where the following themes were worked on: How to leave your personal brand; Team building; Navigating the labour market; Blue generation Project; Active Citizenship; Be entrepreneur; Internship/professional valuation; workshops about the Youth Issues; and Next Steps.
<b>Mentoring sessions</b>	Beginning of a mentoring process, in the area of multimedia editing and technical support for events, with a view to carrying out a professional apprenticeship internship.
<b>Pathways to VET system</b>	8 YP were referred for Training: 2 YP for Security Paper Course; 1 YP for Accounting Course; 1 YP for English Course; 1 YP for Sports Coach Course; 2 YP for Bartender; 1 YP for Music Production; 1 YP for soft skills).  4 YP returned to education school, to finish compulsory education.



**Table 6 – NEETs Intervention, inserting measures targeted towards individuals**

<b>On the job experiences</b>	Of the 23 young people who participated in the project, 4 were able to find work and 4 are doing an internship/job experience. 1 YP is waiting to start an internship at CML.
<b>Dual VET experiences</b>	Of the 23 young people who participated in the project, 9 were sent to training courses and 4 returned to school
<b>European and national mobilities</b>	Don't apply.
<b>Empower self-organizations</b>	Don't apply.

**Table 7 – Local community intervention, engaging measures targeted towards system building**

<b>Communication with local stakeholders</b>	<p>Throughout the pilot implementation phase, several contacts were made with local entities, with a strong intervention in the territory of Marvila, namely: CPCJ / Oriental - Oriental Child and Youth Protection Commission, in the sense that this can be an answer for young people in NEET situations (parents or children) who are being accompanied / flagged at CPCJ, due to risk situations in the security, health, training, education or integral development. Escolhas Project – Dá-te a Marvila, who wants to create a interinstitutional street team, to work with young people in NEET situations.</p> <p>Throughout the pilot implementation phase, several contacts were made with local entities, with a strong intervention in the territory of Ajuda, namely Academia Jovens do Casalinho and Associação Amigos do Bairro 2 de Maio.</p>
<b>Network of WBL</b>	In order to disseminate and publicize the project, there were establish partnership relationships and strengthen communication with local entities, CML participated in consortium meetings of the Escolhas Project – Dá-te a Marvila, as well as meetings of the CPCJ / Oriental Extended Commission.
<b>Involving at Initial Action Plan</b>	In the construction of Individual Youth Action Plans, CML relied on the active involvement/collaboration of the following local partner entities: Fábrica do Empreendedor (referred 12 young people took part in the Project); Agir XXI, with the Jobster project (followed 3 young people referred by CML); Ajuda Parish Council (referred 10 young people to the Project).



**Table 8 – Local community intervention, awareness measures targeted towards system building**

<p><b>Increase contacts</b></p>	<p>In order to increase contacts with local entities, it is essential to create an effective link: to the Social Parish Commissions (Marvila and Ajuda), in the areas of Employability and Education; the local RedEmprega Network; On existing Community Groups; to strategic partnerships, such as the Institute for Employment and Professional Training, through Youth Guarantee; to SCML - Santa Casa da Misericórdia de Lisboa and, finally, to GEBALIS - Municipal Management Company for the Leasing of Municipal Housing in Lisbon.</p> <p>The work done with the partners was fundamental for the development and implementation of the pilot, as well as for the future work.</p>
<p><b>Build and maintain the network</b></p>	<p>To build the local network of partners, we held several meetings where the following topics were addressed: Evaluation of training - questions / doubts / tools; Explore the pilot context - clarifying the role of each partner involved in the project; Explore how the pilot will go in practice and duration; What stakeholders can do; Explore how we will reach out to young people and motivate them to stay on the pilot until the end and identify young leaders who can support the implementation of the project and bridge the gap with young people; Regarding the facilitators, explore what tools they already use and any gaps; Organization and Participation of the 2nd multiplier event in Portugal; Organization and Dissemination of BOOTCAMP; monitoring and systematic feedback from young people.</p>



**Table 9 – Local community intervention, inserting measures targeted towards system building**

<p><b>Apprenticeship opportunities</b></p>	<p>To promote the creation of new work and learning opportunities, improve employability, social and personal skills of these young people, contacts were made with municipal companies and services (Gebalis, EMEL, EGEAC, Serviços Sociais da Câmara Municipal de Lisboa – SSCML and Carris), with the aim of investigating the possibility of integration of young people, in professional internships, training and / or other relevant alternatives.</p> <p>Some of these entities expressed availability, namely SSCML (Social Services of CML) and GEBALIS. The others, didn't response.</p> <p>We also had to establish contacts with the Municipal Police and the Fire Department, to verify the interest / motivation of young people in these areas.</p> <p>There was a youngster interested to be a Fireman in the Fire Department, but he needs to finish the high school before.</p> <p>However, there was no interest / motivation from any of the young people covered by the project, in the Municipal Police, which is why it did not materialize.</p>
<p><b>Job tours and job shadowing</b></p>	<p>Although contacts were made with municipal companies (Gebalis, EMEL, EGEAC, SSCML and Carris), with a view to the possibility of visits to workplaces and carrying out a professional apprenticeship internship, the young people in the pilot had no interest in doing so.</p> <p>However, we had a young man from the project who has expressed interest and motivation in carrying out a professional apprenticeship internship, in the area of shows and events, at CML.</p>
<p><b>Preparation of the mobilities</b></p>	<p>Not applicable.</p>
<p><b>Reintegration of VET system</b></p>	<p>The work carried out with the young people who reintegrated the education and training system, had the main purpose of preparing these young people to the need and importance of acquiring mandatory education, as well as to their training, in terms of basic skills for job search and social integration, in a continuous and sustainable way.</p>



**Table 10 – Ongoing support structure and follow up**

To guarantee and to promote the social inclusion of young people in NEET situation, it is essential to build a support and continuous monitoring structure, which allows creating conditions for the employability of young people, with the partner entities involved in the pilot project and implementation, with a view to:

- Awareness of the need for better coordination of local approaches;
- Improving collaboration and networking;
- Sustainable local partnership networks;
- Work with young people with a more defined vision of their professional future;
- Build individual action plans with young people to achieve the defined objectives;
- Increase the employability skills, motivation and self-confidence of young people, through the existence of mentors who support integration in the workplace;
- To promote better connections with employers among young people and greater awareness of the paths towards the world of work.



## 5. Pilot at-a-glance

### 5.1. Synthesis of the pilot in Portugal

In the following table, we show an outline of the activities carried out during the 6 months of the pilot (since April until October 2019), specifying in each case those of which tools were applied, and at the final of the intervention with each situation one was in.

YOUNG PEOPLE IDENTIFICATION		TOOLS APPLIED				CURRENT SITUATION									
		INITIAL INTERVIEW	CONSENT FORM	Initial Action Plan	BASELINE QUESTIONARY	TRAINING	EDUCATION	EMPLOYMENT	STAGE	KEEP SITUATION	QUIT	TRAINING / EMPLOYMENT	TRAINING / STAGE	EDUCATION / EMPLOYMENT	EDUCATION / TRAINING
1	VLSSC	V	V	V	V					V					
2	RF	V	V	V							V				
3	FP	V	V	V	V	V									
4	HM	V	V	V	V	V		V			V				
5	VM	V	V	V	V	V			V			V			
6	DM	V	V	V	V						V				
7	CTP	V	V	V						V					
8	UB	V	V	V			V								
9	DP	V	V								V				
10	CB	V	V								V				
11	NA	V	V	V							V				
12	MR	V	V	V	V		V	V					V		
13	LBS	V	V	V	V					V					
14	PR	V	V	V	V	V									
15	RD	V	V							V					
16	NA	V	V	V	V		V								
17	AP	V	V								V				
18	JCT	V	V	V	V				V						
19	SM	V	V							V					
20	JP	V	V	V	V	V			V			V			
21	FHRC	V	V	V	V			V							
22	MFC	V	V	V	V						V				
23	DD	V	V	V	V						V				
24	RC	V	V	V	V				V						
25	JM	V	V	V	V	V									
26	RJC	V	V	V	V			V							
27	TMMCB	V	V	V	V	V	V								V
28	AJ	V	V	V	V	V									
<b>Total</b>		<b>28</b>	<b>28</b>	<b>23</b>	<b>19</b>	<b>8</b>	<b>4</b>	<b>4</b>	<b>4</b>	<b>5</b>	<b>8</b>	<b>1</b>	<b>2</b>	<b>1</b>	<b>1</b>





## 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

This table shows us the goals of project indicators, the results that we got it, and differential of it. We can say that 3 of the indicators were exceeded (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 one of them we were unable to reach (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 we established contact and, lastly, because the companies' work area does not match the area of interest of young people

## 5.2. Intervention in Portugal

### Preparation

CML started by accomplish 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.

### Needs intervention

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

- ✓ 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;

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- ✓ 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, of the 28 young people who started the project: 8 gave up / were uncontactable; 3 maintains an initial situation; 8 are in training (of which, 1 has returned to school, 1 is in the labour market and 2 are on probation); 4 returned to school (1 of which also joined the labour market); 4 are inserted in the labour market (of which 2 are in training and 1 returned to school) and 4 are undergoing an internship (of these, 2 are 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
STAGE	2
TRAINING / EMPLOYMENT	1
TRAINING / STAGE	2
EDUCATION / EMPLOYMENT	1
EDUCATION / TRAINING	1
KEEP SITUATION	5
QUIT THE PROJECT	8
<b>TOTAL</b>	<b>28</b>

### Local Community Intervention:

CML been established contact bridges with other projects that have the same objectives than project ComNetNEET, 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:**

During the 6 months of the pilot, monitoring and referral of participants was carried out by CML team, local and strategic partners (referred to 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:**

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

## **Positive aspects:**

- Better knowledge about local entities and their work;
- Dissemination of the work done at Espaço Lx Jovem, with local partners and young people;
- Partnership building;
- Greater / better knowledge of the reality of young people in NEET situation;
- Possibility to extend partner network in the pilot's territory and others in Lisbon;
- Regarding the participants, it was important and positive:
  - To work from the beginning in an environment of trust and away from the rigidities of formal education;
  - They value being able to participate in the decision of the training to be received and the organization of the classes;
  - Transversal competencies must be worked, as well as self-confidence;
  - To create a sense of group membership, group dynamics in which they must work together to achieve a goal and even compete in groups, are useful;
  - They do not close to formal education in specific subjects, but they must know that their requests will be heard;



- It is important to make them aware that they need to set goals and steps to achieve them.

## Improving:

- The articulation between the municipal services (human resources, economy and innovation, network employ and entrepreneurship);
- The tools “Initial Interview” and “Initial Plan Action” must be improved to apply to the target group, to get simpler, realist and adapted to each reality;
- To 3 years project duration, only 6 months to implement the pilot was a short period of time, despite the need to form a work team, methodology, tools, create a network of partners, which delayed the direct work with young people;
- Follow-up time of participants involved in the project;
- The financial of the projects/ Commitment from strategic partners such as: Parish Councils, IEFP (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;
- Formalize partnerships, in a short and medium time, with municipal companies in the sense of integrating young NEETs in internships, training and / or employment.

## 5.3. Lessons learned

- 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;
- Need for financing to local partners within the pilot in order to have more time and human resources available.



## 5.4. Recommendations

- Improve the articulation between the municipal services (human resources, economy and innovation, network employ and entrepreneurship);
- Formalize 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;
- 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 the projects of entrepreneurship, with regard to the creation of their own jobs by young people.

