

**Title**

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

(Part B)

**Edition**

CECOA – Centro de Formação Profissional para o Comércio e Afins

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## 1. Main results of the testing phase in partners countries

These results were taken from the partners national reports of the CNN project. For more information, the 3 national reports are available at the project website at <https://neetsinaction.eu/>.

### 1.1. Comparison of the results across the three pilots

Table 1 – Preparation, Territory Diagnosis

Portugal	Spain	Italy
<b>Young people in Neet situation in the territories</b>		
<p><b>In Portugal, Young people in a NEET situation</b> were identified and selected by from the intervention in the territories with the support of strategic/associated partners, through the network of community stakeholders, highlighting Fábrica do Empreendedor that managed to select most of the young participants.</p> <p><b>Territories:</b></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</p>	<p><b>In Spain, Young Spaniards</b> suffer high rates of unemployment, receive low salaries and have the highest rates of temporary employment, many jobs are part-time jobs, other times trainee internships are chained for years. The age group that accumulates the most unemployed is 25 to 29 years, with more than half. The academic levels that have more registered unemployed are those of middle grade, and without a degree, in which the majority are also men. In university degrees, the majority are women. Two out of ten unemployed young people are long-term, that is, they have been registered as job seekers for more than a year.</p> <p><b>Territories:</b></p>	<p>In Italy, unlike other countries, the NEET condition is largely due to <b>inactivity rather than unemployment</b>, reflecting an alarming situation of demoralization of the Italian young people that are facing the difficulty of finding a job.</p> <p><b>Territories:</b></p> <p>In Veneto Region the unemployment rate shows a steadily decreasing trend. But, if until 2015 this reduction was partly due to an increase in the share of inactive, from 2016 onwards the latter showed clear signs of contraction, reaching, at the end of the period, lower values than those recorded for 2014. The performance of the overall indicators reflects</p>

people in all parishes in Lisbon (9% of young people in Lisbon live in Marvila; 17% of the resident population of Marvila is **between 15 and 24 years** old. (6513 young residents). In **Ajuda**, 3% of young people in Lisbon lived there. **13%** of the resident population of Ajuda is between 15 and 24 years old. (2269 young residents).

In 2011, according to the Census **in Lisbon**, **the percentage of the population between 20 and 30 years old, who did not work or study, was 18.21%** of the population of the same age group.

A Coruña and Ferrol have an unemployment rate higher than the average for Spain or Galicia, while the rate for the area of Santiago de Compostela is close to the Galician average. In the case of youth unemployment rates, we have a large increase compared to the general one, and in the whole of Galicia, it reaches 31.5%. Unemployed under 30 years of age reach one seventh of the total in the province of A Coruña.

Although unemployment rates among young people have begun to show a small improvement, the difficulty in finding employment continues to generate a situation of impotence among them. They are still a group of great interest for employment, but they are having great difficulties to enter the labour market, forced in many cases to accept underemployment, in conditions inferior to their qualification, or to emigrate to other countries with possibilities of developing their professional skills.

dynamics fundamentally consistent with those observed for the female and male component of the population, albeit with different intensities.

The value of the employment rate among women has increased slightly higher than among men. In the four years from 2014 to 2017, the male employment rate grew by just over one percentage point (59.9% for 2017) while the female employment rate increased by 1.6 percentage points (reaching 41.8% in 2017). In 2017, however, a gender gap was confirmed which distances more than 18 percentage points women and men employed in favour of the latter.

Portugal	Spain	Italy
<b>Local stakeholders</b>		
The preparation was focused on the staff and the local stakeholders. They identify the NEETs. CML created the network, 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 select young people in NEET situation: Agir XXI, Fábrica do Empreendedor,	<b>Networks:</b> Red Coruña Emprega (network to promote employment in the City of A Coruña); Red Eusumo (network for the promotion of the social economy in Galicia); <a href="http://www.eusumo.coop/">http://www.eusumo.coop/</a> ; Red Araña (Spanish Association of Institutions for Employment); <a href="http://www.empleoenred.org/">http://www.empleoenred.org/</a> ; Spanish Association of institutions for	Local offices of the public employment services; regional private employment services; Municipality of Vicenza; Caritas Vicenza; youth information services; local social cooperatives (cooperatives assisting disadvantaged youth such as addicted, homeless, without parental support and so on); some companies followed by CPV in the skill needs identification, the adult

<p>Clube Intercultural Europeu, Associação Aguinenso, European Association of Young Educators, Junta de Freguesia da Ajuda (Ajuda Council Parish) and Junta de Freguesia de Marvila (Marvila Council Parish); RedeEmprega (network to promote employment in the City of Lisbon).</p>	<p>Employment; Youth Business Spain. Education: We maintain a fluent communication with some of the vocational training centres and universities. Employment and youth: Chamber of Commerce in A Coruña, AJE, ATA, Igaxes, Foundation Paideia, Hevega, Patronato Concepción Arenal, etc.</p>	<p>education provincial centre and some VET providers.</p>
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Portugal	Spain	Italy
<b>Communication Plan</b>		
<p>Printing of the brochure for dissemination during the Pilot; several partner meetings, as taken place in Marvila and Ajuda; telephone / emails contacts.</p>	<p>Printing of the brochure and the roll up for the dissemination during the pilot. Publication of the group activities and share in our Facebook page. Invite stakeholders to participate in several activities of the pilot. Invite mass media to visit this activity. Send a note of press of the pilot to mass media. Ronsel Foundation has done communication of the results of the project in all the events we've participated in the last 6 months. Notice in the local press, which included an interview with CECOIA represented by Vanda Vieira.</p>	<p>Communication has to be highly flexible in a way that does not stop to be serious and institutional. This requires a thorough knowledge of the "scene" in sociological language, that is, the environment of social interaction, especially in the peer group. At the same time, operators must relate to actors of support systems such as training and active labour policies. CPV engaged in networking activities with very varied subjects and tried to integrate the local promotional actions with the Youth Guarantee program.</p>

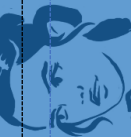


Table 2 – Preparation, NEETS Selection

Portugal	Spain	Italy
<b>Preferences and habits</b>		
<p>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>A small study about the preferences and habits of the unemployed youth was made with individual conversations. It gave us an idea of the variety of cases and profiles, so it makes relevant the importance of have a time to know each of the young people that makes part of the pilot.</p>	<p>Area of interest: typically, the participants had not a clear vision of the possibilities that lay ahead nor had they a specific area of interest. We can roughly divide them into two groups: those interested in a job in production such as mechanics, installers, fitters, welders and those interested in clerical contexts. One major transversal distinction could be made according to the level of introversion vs extraversion which conditioned choices in different working environments between interactive activities or more focused solitary tasks.</p>

Portugal	Spain	Italy
<b>Young leaders</b>		
<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>	<p>Not applicable, not used.</p>	<p>Not applicable</p>

Table 3 – Preparation, Local community and stakeholders’ network

Portugal	Spain	Italy
<b>Contacts with stakeholders</b>		
<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). On the 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; Aguinenso; Associação Cristã para a Reintegração Social; Projeto Escolhas 7ª Geração – Dá-te a Marvila. At these meetings, CML invited the officers of the entities, to participate on the training action intervention model. On 13 and 14 February</p>	<p>We maintain several individual meetings with relevant stakeholders, as well as 2 group sessions for exchange of ideas and sharing the activities of the pilot. We’ve done a selection of stakeholders to get synergies with their own projects, and increase the dissemination of our project: 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.</p>	<p>About 50 contacts were made. Two meetings with local stakeholders to become partners in the pilot. They participated in the meetings, expressed interest in the project and took part mainly in activities in the grabbing phase. ENGIM Veneto Patronato Leone XIII (religious association); Charitas Vicenza, Municipality of Vicenza, Ubrban Center Thiene, Consorzio Prisma (local social cooperatives network), local office of public employment services, the centre of adult education and training providers.</p>

was held a meeting with the partner entities, to prepare de staff and to be facilitators in the implementation pilot process. 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.

Portugal	Spain	Italy
<b>Good knowledge about labour marked</b>		
<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>Fundacion Ronsel has 20 years of experience providing four core services: job counselling, job training, placement, and management advice for business creation. In our daily basis, the knowledge about the labour market is an important asset, so we keep in touch with the relevant information and stakeholders.</p>	<p>CPV is an accredited private employment service Public employment services were also involved. The private VET providers and the local CPIA (Provincial Centre for Adult Education) have been involved as organisations who often maintain contacts with those pupils that having completed their education and training courses, are unable to find a stable job position. Information are the Municipal services dedicate to Youth. Some companies that have a strong relationship with CPV were engaged in the discussion.</p>





Portugal	Spain	Italy
<b>Community activities</b>		
<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>	<p>Visits to fairs and institutional meetings.</p>	<p>A first meeting of stakeholders was held on 29 May 2018 and a second one 11 March 2019. These meeting had the goal to establish new the stakeholders held other meetings for the promotion of activities and internships.</p>

Table 4 – NEETs Intervention, engaging measures targeted towards individuals

Portugal	Spain	Italy
<b>Initial contacts and communication</b>		
<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). 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>The initial contact was mainly made through other organizations that work with young people, and to a lesser extent with users of the Ronsel Foundation, whom we proposed to incorporate into the program.</p>	<p>The project was proposed and promoted using links through the network and local stakeholders.</p> <p>14 participants learned about the project thanks to the promotion through the internet, both through CPV website and thanks to newsletters also from different organisations. Actually, in these instances actually the parents were the people that spotted the opportunity and pushed for the participation (this has to be taken into account when designing marketing campaigns).</p> <p>Other 6 participants were reported and sent by local stakeholders. The involvement of the territorial Caritas led to the participation of 5 participants while the CPIA (Provincial Centre for Adult Education), reported about ten people, 2 of whom then joined its participants</p>

**In Portugal:** Of the contact established with 28 young people, 23 formulated their Individual Action Plan and 12 made the 1st revision of the IAP. 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). 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.

Finally, 5 young people maintain the initial situation and 8 have given up / are unreachable.

Portugal	Spain	Italy
<b>Young leaders</b>		
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. A contact was established with a Young Barber Shop Entrepreneur who was present at BOOTCAMP, as an inspiring person.	Not applicable, not used.	Not applicable
<b>Alternative Activities</b>		
Don't apply.	Stand at job fair, where we incorporate one participant to the pilot.	Not applicable

The main way to incorporate them into the program was with the help of the local stakeholders.

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

Portugal	Spain	Italy
<b>Referral to local stakeholders</b>		
<p>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 workshps 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.</p>	<p>We have recommended some of the young people with whom we work on the pilot to contact other local entities, in cases where we have seen this as a help because of his/her personal situation. For example, in some case in which a girl had a possible situation of non-payment of her rent, she was redirected to the social services of the town hall, and to institutions such as Caritas or Red Cross. Also, for young people with entrepreneurial concerns we encourage them to visit other associations that carried out activities related to self-employment. For those who wanted to start an active job search, we created a personal itinerary that included visiting companies and placement agencies or temporary employment agencies.</p>	<p>The Project is followed by CPV a strong private employment services organisation therefore the referrals came from different associations that were able to engage young NEETs to CPV. Seven persons came through this referral from Caritas, Informagiovani, ENGIM and Municipality of Vicenza. Within CPV some of the engaged youngster were sent to Youth Guarantee programs that were currently running. Therefore, we spread some youngster in different training and internships activities funded by Youth Guarantee scheme: welders, warehouse operators, marketing and web marketing, international trade, according to the different. The project worked differently for us meaning we had to work in a local network of stakeholder organisation with different purposes.</p>

## Individual coach-based sessions

<p>21 individual sessions were held to complete the Project's tools, as well as to monitor tasks / activities.</p>	<p>In the individual work sessions, we first wanted to create a relationship of trust and meet the youngs and his concerns. After explaining the project and confirming that they want to participate in it, we have continued with an informal talk to learn about the background and the current situation of the young. After this first part, of variable duration, since some of them already knew us or want to count more or less, we encourage them to indicate what their short-medium term goals were and what they think were the steps he/she have to take to achieve them. In some cases, they have it clear, and in others we have seen young people who find it difficult to set goals or define what they need to reach them. We have seen that on these occasions, after establishing a relationship of trust, they have no difficulty asking for help and being guided to reach a decision themselves.</p> <p>We believe it is important to comment that in the cases of young people who have attended group sessions with us, individual coaching began after 2/3 weeks of having worked with them as a group, so that there was already a certain relationship of trust that facilitated express freely and comfortably. In these cases, in addition to the meetings behind closed doors in an office, we were approached during class breaks and have approached the foundation or called by phone to keep abreast of their progress.</p>	<p>The first part; the individual interviews had the aim of building relationship between the participants and the labour market operators. This creation of a link between the operator and the user of the service is something ordinary for a social worker much less for the labour market operators so this can be considered one of the main adaptations needed when servicing these users. It is important to adapt attitudes and create trust and openness, in order to facilitate the adjustment between the participants and their environment. Usually these subjects are mistrustful confused and powerless.</p> <p>During the first meetings, the expectations and professional goals of each participant were considered, also considering the paths necessary to achieve them: the search for a specific job in some cases was immediately defined as the final goal, reachable through a path and preparatory and necessary training, but not always clearly identifiable or accessible (entry requirements they are not yet possessed by the participants).</p> <p>The meetings therefore made it possible to focus on the possibilities of the people, also defining in a concrete way which aspects should be maintained and enhanced and which instead required further reinforcement and incremental training.</p>
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## Group sessions

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.

The group sessions carried out were held on the following dates:

- Training in soft and social skills and employability skills. 65 hours From May 13 to June 4, 2019.
- Specific training in administrative management. 120 hours From June 10 to July 18, 2019.

In these training sessions, we have begun to perform presentation dynamics, others for the strengthening of the group spirit and especially for the development of the personal competences of the participants. We have seen that they have been especially useful to start getting along with the young participants, let them see their strengths and allow them to start asking for the training they are most interested in. After these initial sessions, we have focused on employability skills and work in their professional profile.

For 11 participants, the possibility of an internship in local companies was considered, to allow to put into practice and develop the knowledge acquired in previous training and make them applicable and expendable skills in the labour market.

The areas of interest of the participants ranging from office activities to the warehouse, also considering welding activities, a professionalism particularly required by the way of work and economically recognized, therefore of particular interest for those young people who want to improve and make their own more stable economic situation

**In Spain:** FR have conducted interviews and selection processes, in which thanks to the group spirit already created they have found themselves comfortable and have contributed to the group by helping and advising each other. At this point, they asked us for more time with these activities, as they saw their confidence strengthened and found it useful. At the end of this first part of the training, one of the participants found a job and began to work, and another of them moved to southern Spain in search of better opportunities.

Regarding specific training, we believe that it helped them to strengthen their self-confidence by acquiring new knowledge or reviewing some already learned, and to have their professional objectives clearer. The results of this group and their impressions were very good, and in any case, the group cohesion achieved after the first part of the training was very important

Portugal	Spain	Italy
<b>Mentoring sessions</b>		
<p>Beginning of a mentoring process, in multimedia editing and technical support for events, with a view to carrying out a professional apprenticeship internship.</p>	<p>In the case of mentoring relationships, they have been used in a case in which the participant has developed a business idea during the project, so by the end of it, we have presented a volunteer mentor, oblivious to the Roonsel Foundation, which currently acts as support in the development of its project. The relationship continues today, and it is relevant for the young that this person is a professional with years of experience, which gives him the opportunity to be supported by his knowledge. In addition, the fact that it is a person who joins when the project must take a leap to become a reality, makes him feel that progress and obligation to take advantage of this opportunity and work on the successful start-up of his business.</p>	<p>Not applicable</p>
<b>Pathways to VET system</b>		
<p>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.</p>	<p>In one case, one of the participants in the group sessions has seen after the specific training in administration that she would like to continue studying, so she has asked us for advice to formalize the paperwork and enrol in a dual vocational training cycle, with internships in companies that take place during training. In this case, having attended a dual training fair has also helped him choose this option.</p>	<p>As said 8 young people involved were sent to training activities funded within the Youth Guarantee.</p>

**In Spain:** It has been very comforting to see the evolution of the group of boys and girls we've worked with, and how they have gained self-confidence over time, so that they have been able to make decisions autonomously on more and more occasions, and consider departure new professional ways who at the beginning of the project did not believe possible. We emphasize that from our experience, the people most involved and with the greatest evolution have been those who have attended group training and subsequently have had individual coaching sessions. This is, in our view, because to get the most out of our help, it is important that they open up to the person in front of them, and after spending time with them in semi-playful sessions, they are prepared to discuss more serious issues and really talk about how they plan their future. **In Italy:** from the 8 young people: work experience for young specialists: mechanical welder / carpenter operator 200 hours lab training and 3 months internship; warehouse employee - professionalizing work experience 120 hours training and 3 months internship; Youth Employment Initiative (YEI) work experience for job specialization: marketing and communication 200 hours training and 3 months internship abroad; Specialist Work Experience for Young People: Employee of the Foreign Commercial Back Office – 200 hours training and 3 months internship.

Table 6 – NEETs Intervention, inserting measures targeted towards individuals

Portugal	Spain	Italy
<b>On the job experiences</b>		
<p>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.</p>	<p>11/6/19 Job Fair A Coruña. 28/6/19 Demoday &amp; networking “Entrepreneurial skills”. 17/7/19 visit to the business incubator “Accede Papagaio” (25 companies). 24/9/19 Job Fair Bergondo. 3/10/19 Returned Fair.</p>	<p>Some participants to the testing phase of the Pilot Project ComNetNeet were inserted in currently available training and internships programs run by CPV within the Youth Guarantee. They were 9 of the participants and were sent to different internships. People signalled by Carithas, the local centre for adult education and social cooperatives were sent to 3 trainings: welder (1), warehouse operator (1) and back office clerk (2). Now of the release of this report the internship are still successfully ongoing. They are being monitored by our tutors. A participant was sent for a job shadowing experience.</p>
<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	29/5/19 Assistance to the Fair Dual FP. Where they received information about what dual training is, their career opportunities, and the different courses offered in the area.	Not applicable
<b>European and national motilities</b>		
Don't apply.	One of the participants has moved to southern Spain in search of better opportunities after the training in soft and social skills and employability skills.	5 of the participants were inserted in a training for digital marketing and afterward they were sent for a 3 months internship in the UK. They are being monitored by our tutors and now of the release of this report the internships in London and Chester are still successfully ongoing. At the start the testing phase was completely separated from the usual activities with NEETs run by CPV. The testing phase was characterized by the joint effort of the local stakeholder network. Some of the young people were sent to Youth Guarantee training.

## In Spain:

- 11/6/19 Job Fair A Coruña. They attended the job fair with an action plan and set goals, and two people found work in it.
- 28/6/19 Demoday & networking “Entrepreneurial skills”. They listened to the presentations of business models of a group of entrepreneurs and had the opportunity to talk with them in a time of sharing.
- 17/7/19 visit to the business incubator “Accede Papagaio” (25 companies). They had the opportunity to visit the jobs in the coworking space of A Coruña.
- 24/9/19 Job Fair Bergondo. They attended the job fair on their own, without our accompaniment.
- 3/10/19 Returned Fair. Fair for returning immigrants organized by Hevega, to which we invite NEET youth to attend (outside the pilot intervention period).

**Empower self-organizations** One of the participants started his own business, for which he had the advice of the self-employment technicians of Fundación Ronsel and a volunteer mentor

They have attended 5 work-related activities and visits to companies, and in several cases, they have resulted in finding work or setting up their own business. It has been important for the results of the actions to set objectives, which helped them to get the most out of these experiences.

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

Portugal	Spain	Italy
<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>	<p>Done the contacts with the different stakeholders and social agents that are potential providers of participants. Disseminate the calendar of the pilot: dates, activities and places. Do a list of local stakeholders' network. Have a service of actualizations of that services to inform about the opportunities to the participants.</p>	<p>The communication with local stakeholders is the key for improvement in developing broader economic opportunities at local level. Our systems is strong in job matching and assisting unemployed also working with companies to fill skill needs. The main failure is in reaching out to discouraged and passive people in order to engage and activate them and also in keeping them in programs adapting the service delivery. To put it simply: outreach to NEETs is still modest. Our aim would be a multiagency partnership with a strong and formalised cooperation and a habit of data sharing among stakeholders. This is not within the scope of the project, but we started discussion with youth organisations and other stakeholders in this direction. For the engagement part: formal channels of communication used by employment services are not used or at least very underused by NEETs. The main channel seems to be word of mouth (relatives and friends). One of the main actions of our project was the involvement of different organisations in promotional and engaging activities. This was a success. People that were among those in contact</p>



		or assisted by these associations were informed and counselled and then sent to CPV in order to start a search for a job or for further training. Unfortunately, it was not possible to define a formal procedure to enhance this cooperation.
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### Network of WBL

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.	Done contacts and asked if the regulation allow us to do this. Finally, we've done a visit to the local business incubator "Accede Papagaio" instead.	The work-based learning network is already in place in our Region
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### Involving at Initial Action Plan

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).	<p>Invitation to complementary events to reach some of the objectives: most of stakeholders have their own programs of activities for helping young people in neet situation (courses, talks, workshops, job fairs, internship programs, etc), and we attended these events with the group or invite them to attend.</p> <p>29/5/19 Fair Dual FP. 11/6/19 Job Fair A Coruña. 24/9/19 Job Fair Bergondo. 3/10/19 Returned Fair (outside the pilot intervention period). 10/6/19 to 18/07/19 Specific training "Administrative management".</p>	This is a touchy issue. The principle for the Italian law is: the case manager (a senior professional qualified as labour market expert) who takes in charge the person is responsible for the management of the individual action plan. Working with experts from different stakeholders at the design or delivery phase of the IAP is something not usual and in any case should be a voluntary choice of the case manager. During the stakeholder meetings the idea of the involvement of different stakeholders at different stages of activity with the user has been discussed but this would imply very thoroughly considered agreements among different organisations to discipline cooperation of the operators. Regarding data sharing there's Idoveneto the regional platform for the job matching. This platform is managed by all the employment service
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# NEETS*in*ACTION

		operators and contains information on all work experiences, education, training or guidance for the single person. It is a great support for the activities of different organisation working with the same person. Usually in this framework are neglected social and networking activities that are not considered worth mentioning or funding.
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**In Spain:** Stakeholder collaboration has been essential in the selection of participants and in attending events supporting our objectives. We have kept you updated on the program activities to look for possible synergies.



## Project

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

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

Portugal	Spain	Italy
<b>Increase contacts</b>		
<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>We have increased the number and frequency of contacts with the network of stakeholders relevant to the project, and they have done so to each other to a lesser extent.</p>	<p>In Italy the skill mismatch is high and the outreach to NEETs is modest. There's a raising awareness at operator and middle management level that the possible synergies between different service providers could be relevant. There's a service delivery challenge that should be addressed through tailoring specific paths with the inclusion of grassroots level actions that imply a coordination effort. We need to proactively respond to skill gaps</p>
<b>Build and maintain the network</b>		
<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</p>	<p>To create the network, we have held two meetings of interest for stakeholders, which however have not had a very significant impact on the number of new contacts that organizations have made, since in a city the size of A Coruña we already have contacts with the relevant organizations for a long time.</p>	<p>In Italy there's a functioning community of private and public operators that can share data and work together in different phases of the training or working paths of the individual. The real issue is including grassroots organisations that work with youth or social assistance providers. Here we took the first steps with this project.</p>



gaps; Organization and Participation of the 2nd multiplier event in Portugal; Organization and Dissemination of BOOTCAMP; monitoring and systematic feedback from young people.		
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In Spain: Networking activities have had limited success, since the number of contacts in a medium-sized city has not increased significantly, where we already know each other before. However, we have carried out joint activities during the pilot.



## Project

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

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

Portugal	Spain	Italy
<b>Apprenticeship opportunities</b>		
<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>Not applicable, not done</p>	<p>Local community intervention in this testing has been strong in the grabbing and managing phase. For the insertion part it is still rather weak. The system is organised with local public and private employment services that receive a bonus for each job-insertion they achieve. Therefore, it is more a competition than a cooperation.</p> <p>The local network that should be reinforced is between employment services and companies. The best services are those which have a strong link with companies and that can provide services of skill needs analysis to local SMEs or small handcrafts. CPV is the industrial cluster coordinator for the Jewellery district in Vicenza Province, for the Mechanical Industrial district of northern Vicenza Province, for the Innovative Regional Network for Foundries and Steelworks and for the Ceramic district of Bassano and Nove (handcraft mainly). For jobs in these clusters CPV can provide much stronger advice and support in creating contacts. This network with companies has to be fostered and we can imagine vertically specialised employment services linked to specific clusters or supply chains.</p>
<b>Job tours and job shadowing</b>		
<p>Although contacts were made with municipal companies (Gebalis, EMEL, EGEAC, SSCML and Carris), with a view to the possibility of visits to workplaces</p>	<p>Youth assistance to activities organized by the local network of stakeholders:</p>	<p>We had job tour and job shadowing activities. The level of cooperation of the network has been good in the organisation of these activities although we have to note that it seems not</p>



<p>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>29/5/19 Fair Dual FP. 11/6/19 Job Fair A Coruña. 17/7/19 visit to the business incubator "Accede Papagaio". 24/9/19 Job Fair Bergondo. 3/10/19 Returned Fair.</p>	<p>feasible or at least really difficult in ordinary activity the programming of individual paths in a joint cooperation of operators from different organisations.</p>
<b>Preparation of the motilities</b>		
Not applicable.	Not applicable, not done.	The mobility preparation was followed by CPV.
<b>Reintegration of VET system</b>		
<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>	<p>Integration of a young woman in the education system.</p>	

In Spain: We have accompanied young people to activities organized by stakeholders, related to both work and training





Table 10 – Ongoing support structure and follow up

Portugal	Spain	Italy
<p>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:</p> <ul style="list-style-type: none"> <li>- Awareness of the need for better coordination of local approaches;</li> <li>- Improving collaboration and networking;</li> <li>- Sustainable local partnership networks;</li> <li>- Work with young people with a more defined vision of their professional future;</li> <li>- Build individual action plans with young people to achieve the defined objectives;</li> <li>- Increase the employability skills, motivation and self-confidence of young people, through the existence of mentors who support integration in the workplace;</li> <li>- To promote better connections with employers among young people and greater awareness of the paths towards the world of work.</li> </ul>	<p>After the success of some of the activities carried out together, we continue relations with our network of contacts and keep each other informed of possible activities of interest.</p>	<p>CPV focuses its interest especially in processes and networks for employability and aims to innovate the employment policy regarding the disadvantaged persons in our territory. Hereunder some bullet points on the topic</p> <ul style="list-style-type: none"> <li>- a multidimensional approach with all the competent subjects in employment and social development</li> <li>- a bottom-up methodology that enhances territorial experiences also for their potential regulatory impact in a logic of community progress</li> <li>- stimulation of a series of formal commitments capable of conveying, rationalizing and enhancing, with adequate and consistent tools and paths, all local resources for the common purposes of employment and local social and economic cohesion</li> </ul> <p>CPV would like to give a valid contribution to the construction, implementation and maintenance of local networks for employability at different levels and in different community territories.</p> <p>In this perspective, the bottom-up approach engages in the permanent search for a local organizational and proactive balance between:</p> <ul style="list-style-type: none"> <li>the general principles of completeness, effectiveness, efficiency and cost-effectiveness of the tools and interventions</li> <li>daily usability by a network of operators that have sometimes very different background but share a goal of assistance of the individual.</li> </ul>



In Italy:

Our work program is developed starting from the experiences made in ComNetNeet Project and realized at local level and compared at transnational level.

CPV considers the need for a shared development of tools and procedures between employment services and social assistance organisations.

Disadvantaged people looking for a job often do not have the capital of social relationships and trust relationships so important in identifying potential job offers and opportunities and often do not have the communication and linguistic skills necessary to carry out a job search successfully. This poverty of social capital is frequently not limited to the disadvantaged person but characterizes (when the person is not already alone) the entire "social environment" in which this he/she is inserted: family members, relatives, friends, neighbours.

Another factor of discrimination is attributable to personal and social mistrust that often accompany these workers: companies prefer not to offer employment opportunities in the belief that productivity is not on the same level as other employees.

At the same time, forms of discrimination arise from the difficult and complex relationships existing between the policies and the organization of social, and youth services and active labour policies that are still not sufficiently resolved both locally and regionally. These difficulties, if not obstacles, between services that insist on the same life project in different ways and on different problems negatively affect the integration possibilities of disabled and disadvantaged workers and make the use of existing resources less efficient in particular.

The main objectives can be summarized as follows:

- designing a reticular model capable of carrying out multidimensional interventions according to the perspective of inclusion of users and integration and personalization of interventions (ComNetNeet project);
- identify practices that bring positive solutions to the problems of inclusion in the use of services and in the personalized provision of interventions by rationalizing what is in place on the basis of principles of effectiveness and economy;
- prepare a permanent testing program in the reticular model;
- prepare tools for monitoring the activity with particular attention to training operators / trainers;
- prepare assessment tools, in particular for testing aimed at final recipients.

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.

The steps that should be taken next are:

Analysis and sharing of the current regulatory and contractual tools for their application

Enhancement of the current relationships between the actors and development of the same with a view to the network



Rationalization of the activities and work tools, cost analysis for the economy of their management, definition of quality standards

Ideation and realization of moments and places of permanent exchange between the network and the territory and between it and the final recipients of the actions.

The minimum objectives of the actions are the following:

- integration of IT support tools for employment and social policies
- enhancement of network relationships
- determination and coding of common work tools analysis of the costs of the interventions and of the cost effectiveness
- integration of labour and social-health policies
- creation of information exchanges, study of communication within and outside a network

Two distinctive aspects emerge: the personalization of the interventions; the active participation of the beneficiaries.

The customization of the tools: when you are faced with very heterogeneous cases, either for the skills in the possession of the beneficiary, or for his / her previous work experience and for the interests and family or personal needs, being able to count on channels of communication and customizable accompanying insertion tools becomes an important requirement that can determine the success or failure of an insertion action.

Through the contract between the assistant and the beneficiary, the coherence of the insertion process with the objectives and the transparency of the actions that can be carried out based on the regulatory system must be imposed.

The element that characterizes the joint operations is constituted by a committee of operators from different organisations, the true point of connection of the activities of the different entities where the individual cases are directly treated and where all the different professionals characterizing the network that determine the assumption of responsibility land.

Therefore, the operational methodology proposed in identifying and designing training and job placement paths enhances active participation with a view to developing conditions of stability in the employability situation, together with the promotion of a lifelong learning culture.

