



YOPEVA NATIONAL IMPLEMENTATION PLANS REPORT

Circulation: Project partners

Project number: 621369-EPP-1-2020-1-ES-EPPKA3-IPI-OC-IN

Author: CESIE

Doc Reference: YOPEVA National plan

Doc History: Version 1, 01.07.2022

Co-funded by the
Erasmus+ Programme
of the European Union



Contents

1. Executive Summary	3
2. What the plan contains and what it is based on	4
3. Spain	5
3.1 Elements of the EU model that can and cannot realistically be replicated locally	5
3.2 The human resources needed	5
3.3 Financial resources	7
3.4 Policy fitting analysis	7
3.5 An initial proposal for a local model step by step	8
3.6 Challenges	10
3.7 Conclusion	11
4. Italy	11
4.1 Elements of the EU model that can and cannot realistically be replicated locally	11
4.2 The human resources needed	12
4.3 Financial resources	13
4.4 Policy fitting analysis	15
4.5 An initial proposal for a local model step by step	16
4.6 Challenges	18
4.7 Conclusion	18
5. Sweden	18
5.1 Elements of the EU model that can and cannot realistically be replicated locally	19





5.2	<i>The human resources needed</i>	19
5.3	<i>Financial resources</i>	20
5.4	<i>Policy fitting analysis</i>	21
5.5	<i>An initial proposal for a local model step by step</i>	21
5.6	<i>Challenges</i>	22
5.7	<i>Conclusion</i>	23
6.	Romania	23
6.1	<i>Elements of the EU model that can and cannot realistically be replicated locally</i>	23
6.2	<i>The human resources needed</i>	24
6.3	<i>Financial resources</i>	24
6.4	<i>Policy fitting analysis</i>	25
6.5	<i>An initial proposal for a local model step by step</i>	25
6.6	<i>Challenges</i>	27
6.7	<i>Conclusion</i>	27
7.	Netherlands	28
7.1	<i>Elements of the EU model that can and cannot realistically be replicated locally</i>	28
7.2	<i>The human resources needed</i>	28
7.3	<i>Financial resources</i>	28
7.4	<i>Policy fitting analysis</i>	29
7.5	<i>An initial proposal for a local model step by step</i>	29
7.6	<i>Challenges</i>	30
7.7	<i>Conclusion</i>	31
8.	Portugal	31
8.1	<i>Elements of the EU model that can and cannot realistically be replicated locally</i>	31
8.2	<i>The human resources needed</i>	31
8.3	<i>Financial resources</i>	32
8.4	<i>Policy fitting analysis</i>	32
8.5	<i>An initial proposal for a local model step by step</i>	32
8.6	<i>Challenges</i>	35
8.7	<i>Conclusion</i>	36
9.	Conclusion	36



1. Executive Summary

The YOPEVA National Implementation Plan is the result of a process started by understanding the success of a project born in Brazil more than 20 years ago, led by Fundação Pro-Cerrado, 'Pro-Apprentice Net'. The Jovem Cidadão program has benefited 50.000 youngsters since then, with the collaboration of local governments and more than a thousand of public and private enterprises. Concerned about high youth unemployment rates and the load of young people with unstable jobs and who are not currently studying, Fundación Esplai set out the project 'Joven Valor' responding to these youngsters' needs, their initial situations and expectations, and also to the necessities of the companies and the professional world on the whole.

The project implemented in Brazil was subsequently adapted in Spain under the name of "Joven Valor".

Joven Valor is a social and labor inclusion project targeted to youngsters, aged between 18 and 29, in a situation of vulnerability, through which they discover and improve their talent and skills by means of the empowerment and enhancement of their capacities. During 'Joven Valor' project implementation boys and girls are offered a paid contract for a period between six months and a year, in which a training work process is combined with professional experience, work-based training at a host company.

The results of the Joven Valor project are quite interesting. In fact, 111 young people, out of 151 involved in the project, completed it. The majority of the dropouts can be linked to external contracts or the return to education programs.

Following the Joven Valor model, the partners of the Yopeva consortium wanted to create a model that could be used at European level first (the Innovation Book¹) and at local regional level then.

The Yopeva National Implementation Plan aims at the definition of plans to implement the Yopeva model at national/regional level in each of the partner

¹ See annex 1

countries, based on the results achieved in former WPs and building on conclusions reached in the Innovation Book.

The innovation book contains the guidelines to develop the implementation plan.

The consortium partners, with the support of relevant stakeholders, as central actors of a potential local adaptation of the Yopeva model, have been analysed at what level the model is realistically deployable in their local contexts, and the nature of its implementation.

Each partner of the consortium involved different stakeholders, operating in the field of the labour market, public administration or third sector.

The profiles of the stakeholders are multiple and different in each Country. Some of the experts that have participated in the round tables are part of the following bodies.

- Freelance career counsellor
- Private enterprises
- Third sector experts
- Public bodies

All the partner, in this way, contributed to the adaptation of Yopeva model into national plans knowing that the potential local implementation will be adapted, to the specific needs of the target groups and business environment.

2. What the plan contains and what it is based on

The Yopeva National Implementation Plan is thought of as a methodological approach and a guideline for organizations interested in offering supported employment services for youngsters belonging to vulnerable groups. It is designed to provide information about implementing Yopeva model structures and supported employment services for the young people in the consortium partner Countries, at a local, regional and national level. The main goal of the implementation plan is to overcome the barriers of implementing such a project and offering insights into the legal, financial and social aspect regarding the implementation of such a project.

Although there are already existing initiatives in the partner Countries (Spain, Italy, Sweden, Romania, Netherland, Portugal) that support employment of youngsters belonging to vulnerable groups, the results are

either hard to replicate in other areas or the projects themselves are hard to implement.

To succeed where others could not, the Yopeva project tries to identify the main obstacles of implementing such a project and adapting it in order to be realistic and sustainable starting from a local level, going to a national level.

Specifically, the Yopeva implementation national plan examines the following areas:

- Elements of the EU model that cannot realistically be replicated locally
- Human resources needed
- The financial resources needed
- Alignment with policies at the local/EU level.
- Proposal for a local model
 - *Recruitment*
 - *Target groups*
 - *Contacting employers*
 - *Identification of human resources*
 - *Identification of funding*
 - *Timeline*
 - *Monitoring*
 - *Dissemination*
- Issues and challenges

3. Spain

3.1 Elements of the EU model that can and cannot realistically be replicated locally

The Catalonia is the region where the Joven Valor model has been implemented at first. However, the context experienced some changes and it is necessary to consider the following aspects in the implementation of the model within the local territory:

1. The financing of the labour insertion part: the companies no longer have to co-finance the project.
2. Hiring can be full-time.
3. Training falls within a regulated system with certificates of professionalism.

3.2 The human resources needed

Mentors

Within the Spanish context the continuous assessment is the most successful approach in relation to the methodological proposal, as it allows to face the needs and concerns that may arise for young people throughout the process.

The mentor's role is necessary to evaluate and coordinate the entities involved in the project, these figures have the duty to monitor the process, intervening if necessary adapting the actions.

This method will contribute to track the process of the young people, the management by the grouped entities, the work of coordination of the project. In particular:

- *Evaluation of young people.* Assessing the evolution of young people through follow-up tutorials, an individual counsellor's report and the young person's self-assessment and knowing the satisfaction of the young people about the process.
- *Evaluation of the different professionals* participating in each phase of the project. It aims to improve the action, by comparing the impressions and contrasts of opinions in relation to the different views and approaches of group and individual dynamics.
- *Evaluation of the grouped entities* (entities / companies) and other agents involved in the project, assessing the repercussion and use of the shared actions.
- *Evaluation of the methodology, processes and objectives.* Through regular coordination between the represented entity and the grouped entities

Tutors

Tutoring ensures a close relationship and generates an effective bond between professional and young person. Furthermore, the contact through the day to day of the trainings and the use of the technologies, facilitates a constant contact with the young people, which allows to closely follow its evolution throughout the project.

Coordinators



Companies require coordination and exchange of information between the different professionals to maintain the same consistency throughout the process, and to monitor the tasks in the workplace where the young person works. Coordination among third sector, companies and young people involved, will ensure a close relationship through regular contact, both in person and with the auxiliary of online technologies.

3.3 Financial resources

The principal source of funding in Spain should be found in the Catalan work service (SOC), the policy makers should participate in the dissemination of the project to Catalanian and Spanish level and some of the private bodies accepted to become members of the project in the next edition including our youth in their work structures.

3.4 Policy fitting analysis

To adapt the Yopeva model in Spain it is necessary to consider the following aspects²:

- According to labor legislation, an organization cannot hire a person to assign it to another company to carry out work for it, except for ETTs. Until now, the administrations have considered that if what is involved is a program in which the activity of young people is divided into work and training, it is evident that it is not a transfer for profit but rather growth and training of young people.
- In the event that the companies were the ones contracting directly, the problem would arise that all ordinary employment contracts must be based on a salary equivalent to the normal salary paid by the company, which entails the company's contribution to social security (with certain reductions in cases such as practices) and increases the administrative management for these.
- The alternating work contracts are based on the requirement of a normalized situation of the contracted person in terms of training and certification, which practically makes it impossible to extend it

² Policy alignment is described more in detail in the *Regional policy analysis* (Annex 2)



to NEETs, in addition to increasing the administrative management of the companies.

- No type of certification is generated that validates and supports the knowledge acquired by the young people, which limits the accreditation of their training before companies or for their reintegration into training cycles.

3.5 An initial proposal for a local model step by step

The aim of this program is to qualify young people through the training and apprenticeship contract. Through this program, these youths will receive support and a Certificate of Professionalism training and, at the same time, they are hired by a company through a training and learning contract subsidized by the SOC.

Recruitment

Young people who are likely to take part in the project will be able to get in touch with the program through various channels: in person, by telephone, via social media or by e-mail. The interested person can access on their own initiative, either by recommendation of other people or by social services. When the referral is made by another entity, it is important to agree and respect the procedures and commitments between entities and with the young person.

Target

- 16 to 29 age group
- Young people who have taken part in our Institution's projects.
- Young women who suffer, have suffered, or are likely to suffer gender-based violence.
- Young people in a situation of social isolation, either because they are newcomers to the country, because of the lack of income or because they are women, need specific support.
- Young people in a situation of long-term unemployment.
- Young people in a situation of social isolation and with structural barriers to enter the labour market.

- Young people in a situation of economic exclusion: economic dependence on public institutions, loss of ability to support themselves or their families financially, etc.
- Young people from Roma ethnicity with family responsibilities and / or a situation of social exclusion.
- Experience and / or training in some of the jobs we make available to the project.
- Registered as Unemployed Jobseekers (DONO).

Training and tutoring

Training and learning contracts in a company are conceived as a learning process for young people. The young person learns to develop in an organizational culture, acquiring work habits and a learning environment and companies, learn to and nurture the skills of the young person. In this process, it is important that the company / entity designates a person responsible for the young.

The company must comply with the objectives set out in the project and in accordance with the guidelines methodology and procedures detailed in the Agreement to be signed between the two parties.

To guarantee a good incorporation of the young person in the entity / company, we propose the following procedure:

- During the period of stay in the company, they will choose a person in charge of the young person or persons who will design a work plan.
- The person in charge of the company will inform the third sector of the fulfillment of this plan and of the needs to modify it in attention to its perception of the development of the tasks on the part of the young person.
- The tutor – part of the third sector, will maintain frequent contact with the person in charge of the company.
- Once the recruitment has been completed, the company will carry out an assessment of the skills of the young people hired.

Follow up and monitoring

The aim of monitoring the Yopeva project and its different phases is to assess the extent to which the action is being carried out in accordance with the initial proposal. Specifically, it consists of measuring qualitatively and quantitatively the relationship between the different actions and the expected results, analyzing time management, coordination, budget used, etc.

Ultimately, the goal of monitoring all stages of the program is to improve the results of the project in terms of effectiveness and efficiency, focusing on:

- Project management
- The adequacy of the indicators
- Control of unintended effects
- Design errors caused by poor estimation of milestones
- Failure to implement
- External factors

The systematic organization of follow-up meetings with the grouped entities and different actors in the program, will allow to guarantee the continuity after the project ended.

A timetable with all the coordination that will be made throughout the process and agendas with the topics to be worked on, will result in effective and efficient coordination.

The action will be monitored, through the individual and group tutorials.

However, the contact through the day to day of the trainings and the use of the technologies, facilitates a constant contact with the young people, which allows to follow closely its evolution throughout the project.

3.6 Challenges

The main challenges and issues Identified in the Project might be the following:

- The risk that mentors are not suitable
- Young people maybe won't be well integrated into work and, maybe, they will develop a parasitic attitude towards the project
- The process is very long, maybe they also will lose interest in one of the 3 branches of the project: Training, orientation or work
- Maybe the companies are not well aligned with the project and overwork the young people

- If the funding ceases, it would be necessary to return to the previous Jove Valor model of co-financing, which the companies pay part of the labour insertion of young people

3.7 Conclusion

For what concern the Spanish context, the Yopeva Project is a pilot test. Even if in Spain the originary Joven Valor program was successful, the Yopeva project has changed the format, and the number of young people involved (from 30 to 100 young people).

At the same time, it has been chosen to include different training branches, in addition to the administrative one, which is also a test.

The new line adopted of financing for projects is a clear commitment by the administrations to promote this type of project, even though it is necessary that these actions go hand by hand with a series of proposals that certify their quality. Entities that have been promoting this type of action for so long can develop these frameworks.

Summarizing, the proposals are:

- Compulsory nature of all private, public or semi-public companies in proportion to their workforce.
- Accreditation for mediating organizations in the employment/training of young people and companies.
- Creation of a network of companies and social organizations that work in this field.

4. Italy

4.1 Elements of the EU model that can and cannot realistically be replicated locally

In Italy, there are other programs to support NEETs in finding a job, but the missing element is the cooperation among third sector, company, and public bodies.

At this stage it is already clear that some of the Yopeva model elements are not applicable to the Italian, and Sicilian in particular, context.

Co-funding

One of the elements that cannot be replicated in the local Sicilian model, due to the lack of medium-sized and large enterprises, is the co-funding element from companies side. If the company decides to participate it will already have costs to bear, such as the safety course, the insurance, and so on. The research of public funds is therefore necessary.

Type of contract

It is also necessary to keep in mind the high costs of working in Italy, and each contract is on its own; to start out, the internship contract is obviously more advantageous.

Starting with an internship is a good way for the company to see if the youngster works well, if so, usually there is no interest to end the collaboration.

The internship, therefore, is, definitely, easier to activate. At the Sicilian regional level, if one in 10 interns is hired, that is already quite an achievement.

Elements to consider

Companies must be part of the process. They should be taken into consideration, understanding their needs since the entrepreneur has an interest in having trained staff. At the same time, however, young people must also have the chance to be part of the process.

In Sicily, and more specifically Palermo, there is a very strong multicultural component, and this certainly gives an edge, but it also inserts an element of complexity.

4.2 The human resources needed

The human resources needed to implement the Yopeva model at national/local level, are not easily foreseeable. It is necessary to follow the path on the way round, starting from the available funds, the companies involved, and the NEETs reached.

Recruiters

Recruitment of staff and targets, as well as the selection, is the responsibility of certified bodies with the competencies and permissions to do so.

There are accredited actors in Italy that can evaluate skills. This can be made by the human resources department, within the company, or by external bodies, such as recruiters or employment agencies.

It is also necessary to understand the skills the candidate should have to meet the companies' needs.

The match procedures, is a delicate activity, and it is crucial in the YOPEVA model: the employer needs must be listened in order to select the right candidate.

NEETs identification

The employment center is the entity in charge of identifying the NEET as such. The young person who wants to be involved in a NEET program will have to go to the job center to be registered.

Coordination and monitoring

ANPAL is the National Agency for Active Labor Policies. It promotes and coordinates training programs for employed and unemployed people, respecting the competences of the Regions and Autonomous Provinces. It monitors the inter-professional funds for continuing training and the bilateral funds. It promotes special projects for the training of young people. ANPAL also coordinates the national network of employment services, is responsible for the labor market information system.

Tutors

Once the match between the young NEET and the company has been found, the third sector could support the young person in his/her path

Trainers

Training courses are necessary to match the candidate and the companies needs

The training courses have to be provided by law by certified bodies, also in relation to the specific program. With regard to the apprenticeship contract, in particular, the courses are specific. Therefore, it is important that there is an alignment between the demand of the companies and the courses offered by the certified bodies.

4.3 Financial resources

As stated in the previous paragraphs, the co-funding from company side, is not a feasible element. However, there are some interesting funding opportunities to take into consideration.

1. Government funds that are given to regions
2. Tax relief in the implementation of agreed contracts aimed at reducing youth unemployment
3. National calls for tenders in which both private and public actors can participate.

Government funds

The PAR GOL is a program introduced with the purpose to try to revive employment in Italy and fight unemployment. The funds are divided among the regions and the tasks are assigned as follow:

- the employment agencies are in charge of doing the census and recruitment, identifying young people suitable to be part of the project
- the training centers, organize the courses from a minimum of 200 hours.

The moment the youth are identified, the training provider provides courses and the youth is trained and then hired by the company.

Insertion programs and Tax relief

There are programs aimed at facilitating the integration of young people into the labor market. For these labor insertion programs - e.g. Youth Guarantee – *Garanzia Giovani* - the budget for paying the salary is provided by the region. For the region of Sicily it is very low, both in absolute terms and in relation to the regions of northern Italy.

This makes it even more necessary to apply a model that takes the economic point of view into account.

Another relevant aspect concerns the high labor costs in Italy, one of the highest in Europe. To make it easier for companies to hire young people and train them, there is the *apprenticeship* contract, which has much lower taxes than other types of contracts. It is aimed at young people up to 29 years of age and for 3 years the company benefits from reduced taxation on labor.

After 3 years, the contract is automatically renewed and becomes permanent, unless one of the two parties resolve the contract.

Regional web of change-makers

In Sicily is hard to find among companies the conception of social responsibility. However, there are realities that stand out from a social point of view - i.e. the construction of a soccer field in a neighborhood in Palermo. Furthermore, small realities can bring a real contribution even in the small village they act: a company that hires people in a small provincial town certainly has a significant impact at the community level.

Social responsibility it is something that is catching on: there is a perceived benefit in engaging in social work, not only from an image point of view but also from a profit point of view. The inclusion of trained young people can certainly bring a stimulus to the business reality.

4.4 Policy fitting analysis

The Yopeva model can be adapted to the Italian context, but it is necessary to consider the existing regional and national policies to implement the project.³

Recruitment

Job Center – Centri per l'impiego

This is an actor that cannot be overlooked. By law, it is the entity in charge of identifying the NEET as such. The young person who wants to be involved in a NEET program will have to go to the job center and proceed with the DID - Immediate Readiness for Employment Document. This step is necessary to verify that the young person is not participating in other forms of active policy.

Training courses

According to the current reform, the job center can give information about training courses. It may not be directly involved in the Yopeva project, but it may have knowledge, partial knowledge, of what is available in terms of courses and contacts

³ Policy alignment is described more in detail in the *Regional policy analysis* (Annex 2)

On the other hand, as far as the type of contract and qualification is concerned, it is a decision that can be made by the company, the third sector or the certified body - it depends on the type of training planned. For example, a part of soft skills can be delivered by the third sector, for more specific training, a certified entity is needed.

Type of contracts

- Apprenticeship 1 level - the company has a number of reliefs. It is a contract that can be made to a young person up to the age of 24. It is a real labor contract. In this case the certified training provider steps in because it is provided by the program
- Apprenticeship up to age 29: This is an underutilized contract. It provides 120 hours of training in 3 years, which is why it is more difficult to adopt it in Sicily.
- Internship

4.5 An initial proposal for a local model step by step

Recruitment and engagement with employers

Not always is easy to reach the target NEETs. By definition, they are neither working nor looking for a job. There are some informal ways to meet the target.

1. Parishes

Parishes are the actors who know which families are struggling. A partnership could be established with the parish priest. The advantage of this is that it is limited to a specific area where usually more or less everyone knows each other and where solidarity is high.

Once the community is reached, it is also easier to reach the small merchant in the area, who is very often unaware of the opportunities.

2. Small-town municipalities

Again, word-of-mouth makes it easier to get in touch with the target audience. After the first contact with the NEET, they will be addressed to the employment centres to start the policy procedures.

NEETs portal registration

The young people involved in the project, as well as the companies, will be registered within the Yopeva portal. This portal would be very useful to contact the young people, matching their attitude and the companies requirements.

Target

The project addresses young people belonging to the following categories and with the following features:

- 16 to 29 age group
- fewer opportunities
- vulnerability
- living in a situation of long-term unemployment.
- Registered at the employment centre (Centro per l'Impiego).

It is not easy to foresee the scope of the young NEETs involved in the project. At local level it is possible to estimate approximately 30 youngsters involved.

Human resources identification

The human resources identified are the professionals belonging to the actors involved in the project.

The third sector will provide the mentor

The companies should take care of the recruitment and provide a tutor to support the young person during the daily work and activities

The certified bodies (public or private) that cooperate with the public institution, will organize personalized trainings.

ANPAL is the crucial link between the employment centres and the other actors.

Funding identification

The funding identification is probably the hardest point to solve. Since, as said in previously paragraphs, the co-funding by companies is not possible. The only way to implement the project is requiring funds from public notice. One of the next calls is the PAR GOL program, with the possibility of having funds granted by the end of the 2022.

Monitoring

The third sector could monitor the model, keep the contacts with the companies and the youngsters

Dissemination

National and local level. All the actors involved disseminate the model within their communication channels. Other channels could be: word-of-mouth, informal places, events,...

Rough timeline

By december 2022 - presenting the model and apply for funding (PAR-GOL program)

Jan 2023 - April 2023 - recruitment of participants and employers

May 2022 - Nov 2023 - first group of participants (internship contract + trainging)

Jan 2024 - follow up with the participants to see if they exited the NEET status, being employed or enrolled in a educational program.

4.6 Challenges

The challenges that the Yopeva model could face are the following:

- It could be difficult to identify the number of NEETs involved
- The co-financing by companies might be hard to achieve
- There could be difficulties to get access to the funds
- It is challenging to create a synergy among third sector, public bodies, companies

Special attention should be put in matching the company's needs, the training courses offered by accredited training bodies, and the young person's needs.

4.7 Conclusion

Building and adapting the model starting from Sicily, is a good starting point to export the model to content with less critical issues, in comparison to other Italian regions, for example.

It is, also, important to define the benefit to the company, not just about monetary level but the overall gain from being part of the project.

ANPAL, one of the most active stakeholders involved, shew a real interest in the Yopeva model, since it sees the possibility of really cooperating.

5. Sweden

5.1 Elements of the EU model that can and cannot realistically be replicated locally

In Sweden, the Yopeva model can be implemented because legislation is in place concerning following points:

- Supported employment combined with a paid contract
- Training of relevant soft and hard skills in combination with learning at work
- Mentoring and coaching along the way

There are some elements that are more difficult to replicate. One of these is the presence of a common platform for registration of participants nevertheless registration can be done in an existing platform on municipal level. In fact, there are systems already in place at the relevant actors and the information is usually subject to high level of secrecy.

The other element regards some details about recruitment criteria: all recruitment criteria needs to be adapted to regulations for adult education and employment.

The last aspect is the dissemination of the program: although the communication of the program can be directed to reach out to the groups most benefited by the program, approval of participation needs to be in line with regulations for adult education. This means that people cannot be formally excluded based on age, motivation, ect.

5.2 The human resources needed

The mainly staff needed to implement the Yopeva project will be part of the from the Adult education and Department for Working Life. Below there is a brief description of the division of tasks.

Department for working life

Coaches/administrators, matching skills with suitable employers. Support to employers.

Adult education

Teachers for courses outside of work

- Guidance/quality assurance of the workplace. Apprenticeship coordinator or similar.
- Support for participants with additional needs (special ed. teacher, counsellor etc)

5.3 Financial resources

Several sources of funding have been identified. For this funding to be available, it is necessary to adapt the model to existing labor market and education policies on national and municipal level. This is described more closely in the regional policy analysis ⁴.

Staff

The teachers staffing training and career guidance can be financed either by the state or the municipality budget if the courses fall into the scope of municipal adult education. Other parts, such as mentoring participants and guiding employers can be a responsibility for either the Department for working life or Adult education.

Participants

There are different types of employments that are designed to support people in entering the labour market. Risks can occur that we already have lots of different initiatives and sometimes lose the overall perspective.

Vocational introductory employment (Yrkesintroduktionsanställning) and Development employment (utvecklingsanställning) are examples of different employment contracts used..

Different criteria apply to be eligible different types of employment, and the employer can receive some state subsidies during the employment. Employers may also use regular employments that are not specifically targeting vulnerable groups, without state subsidies.

Different individuals may be eligible for different state subsidies. At the same time the Swedish employment service are undergoing extensive

⁴ Policy alignment is described more in detail in the *Regional policy analysis* (Annex 2)

restructuring, and national regulations are often changing. The willingness among employers for employing with no subsidies from the start may also vary.

All this means that the model needs to be flexible to match different kinds of funding to different participants, rather than leaning on one particular source of funding.

Public and private bodies

Public Authorities will be involved in the execution of this plan. Mainly the Adult Education and Department of Working life in Borås stad.

Private bodies

Good collaboration already exists between necessary authorities. There are for instance institutions, like Chambers of Commerce, that can support private employers.

Public authorities will also be involved in the execution of this plan, mainly the Adult Education and Department of Working life in Borås stad.

Through Department of Working Life in Borås there is already an established cooperation primarily with public employers. We need to broaden the scope of private employers for a more complete offer.

5.4 Policy fitting analysis

The model is well aligned with local policies for labor market integration which already takes advantages of work-based training in combination with studies and training outside of the workplace in so called "work tracks" (jobbspår). Cooperation between employers, Adult education and employment authorities already exists within similar initiatives. EU level policy does not directly affect the model on a local level⁵.

5.5 An initial proposal for a local model step by step

Recruitment

Recruiting will be done by Department for Working life and Adult education, through already established channels.

Scope of target group

⁵ Policy alignment is described more in detail in the *Regional policy analysis* (Annex 2)

Roughly 50 participants during the first year may be appropriate to test the system without overwhelming it. This may be hard to accomplish so it would be probable to settle for a lower number.

Contact of employers

Established and already working channels will be used to reach both public and private employers.

Human resources identification

Funding identification

This is largely complete, details when it comes to funding for individual participants or courses will be worked out by Department for working life and Adult education Borås, respectively.

Timeline

Autumn 2022 to Beginning of 2023. Presenting the model and recruiting participants and employers.

Spring 2023. Starting a first group with a target of roughly 25 participants.

6 months -1 year training depending on individual needs.

3 months after finishing program: monitoring if the participant have received employment.

Autumn 2023. Start a new group if the first one show positive result. If not, delay the next start until issues have been dealt with.

Monitoring, evaluation and follow-up

- *Ongoing monitoring* of the group in collaboration between Department of Working Life and Adult education (is the training on the workplace proceeding as expected, are the courses well aligned with the needs of the participants and the employers).
- *3 month follow up* of employment status of each participant after finishing program

Dissemination

Regional dissemination through Boråsregionens Vuxenutbildning - Adult educations in the Borås Region - where neighbouring municipalities can join the program.

National dissemination with the help of Swedish Public Employment Service and Swedish Association of Local Authorities and Region (SKR). If a successful proof of concept will be create, the interest from other municipalities will arise. Borås have already received some national attention for its work on employment and job training for people outside the labor market.

5.6 Challenges

Employment authorities, Adult Educations and employers have different interests and regulations to consider regarding recruitment of youth. Employers have a legitimate interest to choose which participants to employ at their discretion. At the same time, access to adult education is regulated in law and participants cannot be chosen arbitrarily. What subsidies are available for funding salary may differ depending on the profile of the participants and may change over time.

It is also important to cooperate with trade unions concerning terms of employment and salaries and there is already examples of such collaborations.

Important consideration to overcome these issues:

- A recruitment process that encourages participants with a suitable profile to apply.
- Be responsive to the needs for support from both employers and participants.
- Offer an orderly opt-out for employers and participants in case things don't work well.
- Have a flexible approach to find the appropriate funding opportunities for different participants.
- Build on the experience of similar initiatives where we have managed to overcome these issues.

5.7 Conclusion

There is already a framework for cooperation in the DuA (the delegation for young people and newcomers to work) agreement.

6. Romania

6.1 Elements of the EU model that can and cannot realistically be replicated locally

The Yopeva model has all the elements needed to be successfully implemented in Romania at a local level, not being affected by the particularities of the country and the nature of its NEETs.

In terms of financing the model can become sustainable by the inclusion of funding from local public authorities. Although there are other initiatives that receive funding to either create new jobs or to train NEETs in order to be more prepared for the requirements of the labour market, these initiatives have not proven worthy of long term investments in reducing the unemployment rate in NEETs. By developing and sustaining the Yopeva model and showing real long-term results, the involvement of public institutions will be guaranteed.

6.2 The human resources needed

To be implemented in Romania the Yopeva model needs to address the issue of human resources involved in the entire process of working with NEETs.

The only sustainable way of achieving this is by involving public institutions and NGOs in the selection and evaluation of the NEETs, in this way the workload is divided and specialists from both sectors will have specific tasks starting with recruitment and evaluation and continuing with skill training.

The first two steps can be done by NGOs with their own specialists. After the initial evaluation, the Local Employment Agency and its specialists will make the matching with employers. They will also offer support to the employers in terms of information and coaching. The last step in the entire process will be done by the NGOs with the help of the Local Employment Office. In fact, after the training is finished, the NEETs will have to be guided further in their career and with these two entities working together they can ensure a further development and sustainability of the results of the project.

6.3 Financial resources

Although there are various financing for individual projects that address the issue of NEETs employment, this model is not sustainable in the long term.

The only way to develop the Yopeva model at a local and even national level is to institutionalise some of the project practices and granting financial support, human resources and equipment to public employment services and at the same time providing the private public employment services providers with the opportunity to organise, select, recruit and evaluate apprenticeship beneficiaries.

By financially supporting the NGOs and the Public Employment Agencies these two entities can work together and create a functioning process that in the long term will eventually help reduce the young people unemployment. Also the private companies that offer on the job training through apprenticeship will have to be supported not necessary in the financial aspect but in terms of human resources to guide them through this process and granting them more and better tailored incentives to hire NEETs, by cutting the red tape in the training and recruitment process, providing them with information about the profile of the NEETs they require.

6.4 Policy fitting analysis

In Romania, the responsibility for youth policy is divided between the central level authorities and the local authorities. Within the framework of the Youth Law and the National Strategy in Field of Youth Policy 2015-2020, Romanian youth policy includes measures in the field of education, culture, volunteering, public and political participation, sports, health, leisure, employment, entrepreneurship and social inclusion.

However, the interventions addressing the objectives and priorities in the youth employment domain are isolated, and there is poor coordination at national level due to the lack of an action plan, clear budget allocation, and to the absence of strong monitoring and evaluation mechanisms in the field of youth policies.⁶

6.5 An initial proposal for a local model step by step

Involvement of policy makers

The first step to a sustainable implementation of the Yopeva model should

⁶ Policy alignment is described more in detail in the *Regional policy analysis* (Annex 2)

start at the policy makers level because some of the particularities of the national legislation can influence the success of this model.

After the involvement of the public institutions from the area of employment and the NGOs, the process can be defined and the workload can be divided based on the expertise of the organisation and its specialists.

Recruitment

The recruitment of the NEETs will be done by the NGOs that have experience and expertise in working with youths and have a good understanding of their profile and how to find these youths.

NEETs registration

Although there is a database of unemployed youths at the local level under the control of the Local Employment Agency, this database is often misleading because it is based on self-registration and the majority of the NEETs do not register themselves or do not know the advantages of registering themselves.

In order to reach those NEETs the involvement of NGOs is required, because through local, regional or national support networks these NEETs can be identified.

It is possible to estimate approximately 50 NEETs involved in the first stage.

Training

Because the support networks used by NGOs range from local to national level the scope of the target group can scale up to the national level with no drawbacks. Also, by involving social enterprises in the project for training on the job through apprenticeship and recognising the skills acquired by the NEETs after a practical assessment, will be an important part of the project.

Funding

As it is hard to obtain financing based on a model even though it has been proven successful, the solution would be to use external funding for piloting the model for a one-year period in order to show the realistic results in Romania and to establish a plan to scale up the project at a national level involving the public institutions, government funding and including

amendments to the legislation in order to facilitate apprenticeship training.

Monitoring

The monitoring of the project will be done internally based on the pre-set performance indicators and the evaluations of the NEETs and the employers, which will give an insight on the project from different perspectives and will show vulnerabilities in the system. This process will be ongoing and the solutions resulted will keep the project sustainable.

Dissemination

In order to facilitate the recruitment of the NEETs the main part of the dissemination will be done by the NGOs involved, this process will make identifying and registering the target group easier because the project and the results will be more visible at the base level and also by continuously disseminating the results including real NEETs that have overcome their situation will increase the impact of the project

6.6 Challenges

Due to the nature of the project and its transferability of results, the only limitations are based on the specific legislation regarding apprenticeship. This being said some of the solutions proposed for overcoming these limitations include granting more and better tailored incentives to employers to hire NEETs, making the NEETs training routes and career paths more flexible, supporting the establishment and development of authorised providers of apprenticeships, granting financial support, human resources and equipment to public employment services, streamlining the legislation in this area in order to improve apprenticeships and make them more appealing, amending the legislation in force in order to separate apprenticeship training from the National Qualifications Authority (ANC) training programs and make skills assessment more flexible.

It is possible to state that in Romania it is difficult the coordination with big private companies. It is preferred to work with SMEs and social enterprises. Other challenges can be the lack of financial resources, the difficulties to scale up at national level. One of the solutions could be try to seek EU and public funds available (bidding and proposal writing skills development).

6.7 Conclusion

Despite the challenges explained in the previous paragraph it is possible to conclude that there are some points of strengths in implementing the Yopeva model.

In Romania there are already programs aimed at facilitating young NEETs in entering the labour market. This will make possible to create good connections with local public authorities (local labor office) and local employers especially social enterprises, SMEs, NGOs, public sector

Therefore there will be some fiscal incentives (tax deduction) especially for workers with disabilities, young university graduates and the possibility to reach funding opportunities for young people (after COVID crisis).

YOPEVA model will be implemented at regional level in Romania. During the process of recruitment, training and apprenticeship the third sector will work closely with the local stakeholders and employers, considering signing MoU for employment after a one-month trial.

7. Netherlands

7.1 Elements of the EU model that can and cannot realistically be replicated locally

In Netherland there are already several initiatives to support the NEETs. The good practice as presented, is already being implemented within other programs.

However, it would be interesting to build on existing/ended initiatives that have proven to have an impact. For example, the continuous mentoring of youngsters from one school to another (from school to VET) is currently on hold due to lack of funding. Putting more emphasis on this could prevent young people from becoming NEETs.

The combination of working (with a paid contract) and learning on the job/in the classroom and the mentoring, works well in the Netherlands.

The element that could not work efficiently is the presence of another dedicated platform.

7.2 The human resources needed

The human resources involved are part of the municipality in combination with the VET institute. In fact, the municipality already has the duty to support the NEETs.

Both the VET institute and the municipality could support the employers as well as guiding the young people after the first contact with the company. At this stage the cooperation is a crucial point.

7.3 Financial resources

In the Netherlands the municipalities are responsible for supporting NEETs. There is also funding available for this via the national government, which the municipality then uses to hire coordinators and advisors etc. Furthermore, there are European funding available, since inclusion is one of the most important priorities for the EU, which therefore also gives quite some opportunities to set up programmes like this with EU funding.

An element to take into consideration is the involvement of the municipality. Without this cooperation, it would not only be impossible, but also very undesirable. The municipality has long experience in this field, for this reason, it is fundamental that the actions are aligned.

Is it possible to assume that the company will support this model since sustainability is a key point in the province of Fryslân.

7.4 Policy fitting analysis

In the Friesland region, there are actions being taken to facilitate and motivate the companies to employ young NEETS, like extra financing when supporting these youngsters (when having at least 10 vacancies for youngsters)⁷. Furthermore, the so-called Jongerenvoucher (Youngster coupon), which means that the company that hires a Friesian youngster for at least 6 months receives €2.500,- as compensation for labour costs.

There could be more done when speaking about the educational sector and the possibilities it provides. There is a possibility to get a so-called starting qualification, but only in the environment and engineering sectors and facility employees. This starting qualification is a one-year training at a VET

⁷ Policy alignment is described more in detail in the *Regional policy analysis* (Annex 2)

institution, which allows youngsters to get a work placement or a job easier than without any certificates/diplomas.

There are also projects which are being done by the municipalities in Friesland, which are the so-called Activeringsprojecten (Activating projects), different per municipality. The municipalities do so with the focus on youngsters that experience labour market disadvantage.

7.5 An initial proposal for a local model step by step

Recruitment

The municipalities have information about NEETs in their own municipality. This number is quite low and with almost all they can personally get in touch.

Scope

Since the number of NEETs is very low in the Netherlands region, the scope of the target group might be around 20.

Contact of employers

VET institutes and the municipality already are in touch with employers.

Human resources identification

Besides the human resources of the municipality and the VET institutes, it might be necessary to find volunteers for the mentoring.

Funding identification

The municipality can use their existing budget for reducing the number of NEETs in their region.

A rough timeline

6 months - 1 year for getting all necessary partners together and making a plan.

Monitoring and evaluation

The goal of monitoring and evaluation is to see how such a programme works and if there are already points of improvement along the way.

Dissemination

If the pilot phase is successful, the results should be shared with the wider public. The dissemination should last during the entire implementation phase: pictures, videos, brand identity, it should all have the goal to inspire as much as possible young people. The dissemination has a double side: on the one hand it aims to allow NEETs, companies and institutions to join the programme locally, on the other hand it has the objective to reach other regions and Countries to implement the programme.

7.6 Challenges

As stated above, the existing initiatives in the Netherlands make it very redundant to implement this practice in the region. Therefore, it would be interesting to investigate and analyse, making possible to strengthen existing practices and extend it/adapt it perhaps to other target groups.

7.7 Conclusion

In conclusion, there is not an added value of adding a signed MoU.

8. Portugal

8.1 Elements of the EU model that can and cannot realistically be replicated locally

There are already very good practices for recruiting young NEETS both locally and nationally, however, the sharing of these good practices is almost null among stakeholders. The consequence is that they reach the same target, and the impact is restricted for what concerns the empowerment of young people and their employability.

Within the Portuguese scenario it is important to raise business awareness regarding the importance of these practices. Small and middle-size companies would need funds in order to adopt this model, because they lack initiatives in this area. Co-financing is also a possibility, especially among big companies.

8.2 The human resources needed

Accordingly, to Fundação de juventude calculation and based on their experience with projects that tackle youth, at the local level it would be possible to address 130 students. Tutoring is very important, so it is considered that for this model to be successful, there would be necessary to have a mentor for every 20 young people.

Internally, a team of 3 to 5 people could be created to identify the national companies that are available to receive interns, as well as their needs. This team would be responsible for the contact and match between companies and possible internships/jobs, and the youth.

Mentor

To ensure the young NEETs' employability there would be a mentor from FJ, who would have the responsibility to match the young NEETs with the team of internships/employability and start the referral of internships for each young NEET. The mentor would also have the task to support the youngsters during the entire project, with doubts and concerns

Trainer

The trainer is a key figure at this stage: the training has to be adapted to NEETs' needs and it has to include non-formal education methodology and regular meetings.

Third sector

The third sector should be the link among the different actors, ensuring the monitoring of the NEETs and, once the internship is over, it should collect feedback from both the young person and the company.

8.3 Financial resources

The project could be financed largely by the IEFP (Employment, Education and Formation); the Portugal Social Innovation - POISE may be involved in this project and by the companies that are interested in maintaining trained human resources can be sponsors of this project.

8.4 Policy fitting analysis

According to one of the latest analysis, at European level, the Youth Guarantee Programme came out in 2013, but, five years later, the balance sheet reveals positive and negative aspects. According to the European Commission, thanks to the Youth Guarantee, 13 million young people have returned to the labour market within three years (4.5 million per year).

At the national level, FJ have, since 2013, a Nacional Implementation Plan of Youth Guarantee - Plano Nacional de Implementação de Uma Garantia Jovem (PNI-GJ), that aims that every youth below 30 years old benefits from good job/training offer or trainingship no longer that 4 months after being unemployed or finishing studies.

Following these directives, in 2022 there was an update with the Program “Trajetos” that has 2 measures regarding NEET:

- «Empreende Já» – a measure for youth with secondary education completed and based in entrepreneurship through competences and business ideas development. The financial support is 12-14,000 € for the company.
- «Afirma-te Já» – a measure for vulnerable youth – promotion of local intervention projects to reduce obstacles to education, training and dignified job.

Locally there are several measures from companies that promote entrepreneurship in universities and schools, with contests or intensive programs.⁸

8.5 An initial proposal for a local model step by step

Recruitment

Identification of young people (18-30 yo), in a situation of social exclusion, who are not actively looking for work, neither studying nor planning it.

The third sector promotes workshops and invites professionals from different areas to guide different sessions.

- Open days at schools and companies.

⁸ Policy alignment is described more in detail in the *Regional policy analysis* (Annex 2)

- Dissemination of the opportunities (both courses and vacancies)
- Use different channels to contact or clarify possible questions: in person, phone, social media, email.

Target groups

- 18 to 29 years old.
- Young people who have taken part in our Institution's projects.
- Young people in a situation of social isolation/exclusion, some kind of social fragility such as low income, disabilities, minorities, etc.
- Young people in a situation of long-term unemployment.
- Young people in a situation of social isolation and facing any kind of structural barriers to penetrate the labour market.
- Young people with consumption problems or criminal history.
- Registered as unemployed jobseekers targeted by IEFP (Institute of Employment and Professional Training)

Contact of employers

- The third sector does an analysis regarding the roles/positions and available in the companies
- Matching student - company
- Selection of a specific position for the student within the chosen company

Human resources

- FJ Team / third sector
- 130 young people
- 1 mentor for every 20 young people
- 3 up 5 team members to do the matching between companies and young people.

Funding identification

Co-funding by companies involved in the project, IEFP, and Portugal Social Innovation.

Young people's skills evaluation

After the NEETs are being selected, the first step concerns the expectations and the skills. It is a sort of evaluation to investigate the area of interest and skills that the youth already have.

Training

This training should be adapted to the companies' needs and should be intensive.

Matching between young people and employers

It is required to match the interests of young people with the companies, to motivate the commitment from both parties.

Internship

It is feasible to consider a contract after the internship and the companies should be briefed about the possibilities and receive incentives on that matter.

Mentoring

The mentor has the role to support and listen to the needs of the young person and of the company, during the period of internship. This could ensure the employability after the end of the first internship contract.

Timeline

Below there is the timeline proposed

- Young people's skills evaluation – September
- Training – October to December
- Matching between young people and employers – end of December
- Internship – January to march
- Mentoring - January to march
- Evaluation of the internship – end of march
- Employment - employment contract of at least 6 months to 1 year

Monitoring and Evaluation

The phase Monitoring and Evaluation assumes a relevant importance within the general project since its principal purpose is to verify and guarantee if

the initial proposal is being carried out correctly and achieving its best outcomes.

There will be regular follow-ups, in face-to-face mode or hybrid meetings, involving the key actors and entities within the project's execution. It is crucial to schedule these meetings, summarizing the key issues discussed so that the whole project runs smoothly. In particular, it is important to mention that these meetings will be announced as the process evolves, to ensure its best adequacy in terms of timing, content and parties.

At the end of the internship, an evaluation must be made by both parties – student and company. Thanks to this practice it is possible to discover the strengths and the weaknesses, making improvements.

Dissemination

The model will be disseminated with the support of the local and national media, in particular, newspapers (i.e. Público and Expresso). To reach a wide audience also social media (Facebook and Instagram and LinkedIn will be used).

The dissemination consists in the advertisement and presentation of the project nationally. Specifically, the key points of the project will be presented as well as testimonials both from the youngsters and the companies which already have participated in the project.

The most important effect that can derive from this dissemination is the increasing willingness from other companies and key actors to also take part in the project.

Employment

At the end of the project there will be the possibility to integrate the youngster within the labour market, with a 6 months-1 year contract.

8.6 Challenges

At national level it is possible to detect the following challenges:

- The continuity of motivation throughout the different phases by young people
- Lack of real monitoring by companies
- A poor integration of young people in the company
- Companies could give tasks to young people not inherent with the project

- The initial match between the candidate and the company, can fail, having a repercussion on the entire process
- Lack or insufficient funding
- Lack of availability by companies

8.7 Conclusion

The stakeholders involved in the Yopeva round table are interested in cooperating in the future.

9. Conclusion

As a result of a cross-country analysis of their implementation plans we hereby outline some of the main issues of concern raised in their reports.

1. Financing the program is the main concern, and that includes a variety of dimensions: accessibility to funds, continuity/sustainability of sources of finance, and getting the companies to pay part of the cost of their young employees. Almost all participating countries have outlined the Finance issue as a key challenge for the success of the program. Logically, the emphasis is placed in each country in one or another aspect within the finance, the one that best reflects the particularities of their local context.
2. There are a number of challenges associated with the program delivery and conception that are mentioned by country participants. Such include finding the necessary professional mentors; experienced teaching; and the importance of the contact/liaison figure between the training program and the working/employee (that would smooth and solve any potential misunderstandings, paperwork, or relationships/connections among parts).
3. Needs identification and recruitment are two key aspects of success of the program at the time of implementation. The adequacy of the program to the country circumstances in terms of diversity of NEETs profiles is paramount.
4. Companies are key actors in the program delivery and there are a number of challenges that have been raised by partner countries in this respect: availability of companies willing to engage in the program including possible incentives to participate; level of engagement of



such companies (financing, monitoring by companies of those young employed); alignment of companies' needs and requirements with beneficiaries' training and skills. Not tackling such concerns may result in a poor integration of the young participants in the companies themselves.

5. Flexibility is a transversal issue in many aspects of the program including financing, company selection, NEETs recruitment, and training paths, among other.
6. Legislation at national and local levels may offer both an array of opportunities and constraints. Considering legal aspects is thus a must in terms of deciding to launch a program such as the YOPEVA program.
7. Something that needs to be resolved is the accreditation and certification when applied to the program. Beyond exploring the legal requirements in each individual context we need to clarify what is there to be certified/accredited: the program as a whole, students completing the program, companies participating in the program, or teachers/mentors being qualified to be part of the program.
8. Context emerges continuously as the main barrier and facilitator to implementation. As stated, this context is represented by very different issues in nature such as the already mentioned legal, regulatory aspects, the size and amount of companies in the area, the level and degree of cooperation among different actors, and the diversity of NEETs profiles.
9. One of the aspects that most countries coincide and highlight is the need to combine training (both soft and hard skills) with a paid working experience in the same programme.
10. A stable standardised registry in all programs and editions would facilitate the evaluation of the programs and would serve as evidence of the adequacy and value of the different phases starting by the dissemination of the program information, the recruitment of candidates (including information on social and economic backgrounds of individuals being selected), attainment of hard and soft skills among



young participants, level of involvement of companies, and other medium and long term effects.

10. Annexes

10.1 Annex 1 – innovation book

10.2 Annex 2 – policy fitting analysis