

Erasmus+ Strategic Partnership project
“Community Guarantee” 2017-1-EE01-KA205-034723

Profile of effective NEET-youth support service

Association of Estonian Open Youth Centres (Estonia)
CAI–Conversas Associação Internacional (Portugal)
Eduforma S.R.L. (Italy)
Samfes, samtök felagsmidstodva a Islandi (Iceland)

2018



Eesti
Avatud
Noortekeskuste
Ühendus



Erasmus+



NGO Association of Estonian Open Youth Centres coordinated Erasmus+ Strategic Partnership project “Community Guarantee” that was implemented during 01.02.2017 – 31.01.2019.

This publication is the final intellectual output of the above-mentioned project.

Project manager:

Stiina Kütt, Association of Estonian Open Youth Centres

Lead author:

Kerli Kõiv, Association of Estonian Open Youth Centres

Co-authors:

Dario Dessanai

Heidi Paabort

Helder Luiz Santos

Ivika Uslov

Kruna Krstic

Linda Björk Pálsdóttir

Maria Andreia Novais Fonseca

Olivier Pourbaix

Stiina Kütt

Tinna Heimisdóttir

Victor Berg Guðmundsson

This project has been funded with support from the European Commission Erasmus+ programme. This publication reflects the views only of the authors, and the Commission cannot be held responsible for any use which may be made of the information contained therein.

Abstract.....	4
1. Who is NEET.....	5
2. Overview of Youth Guarantee	8
3. General European Practice	11
4. Youth guarantee and NEET-youth support in partner countries.....	12
4.1 Youth Guarantee in Estonia	12
4.2 NEET-youth support in Iceland.....	14
4.3 Youth Guarantee in Italy	15
4.4 Youth Guarantee in Portugal.....	17
5. Summary of “Community Guarantee” project and work process.....	20
6. Examples and good practices of organisations from partner countries	22
1. Estonia.....	22
2. Iceland.....	34
3. Italy.....	36
4. Portugal	44
7. Discussions and conclusions of international study visits and seminars.....	48
8. Summary of the specialists’ training needs	60
8.1 Estonia	60
8.2 Iceland.....	61
8.3 Italy.....	62
8.4 Portugal.....	65
8.5 Conclusions on training needs	66
9. EFFECTIVE SUPPORT SERVICE FOR NEET-YOUTH	67
9.1 System thinking by Donella Meadow	67
9.2 A system model for NEET-youth support.....	70
9.3 Conclusion.....	76
Literature.....	78
Contacts of the partner organisations.....	80

Abstract

Lowering youth unemployment and aiming to effectively engage as many of Europe's young people as possible in the world of work, is at the heart of the EU policy agenda. The economic crisis has led to high levels of youth unemployment and thus disengagement among young people.¹

The acronym NEETs stands for those young people who are ‘not in employment, education or training’, who – regardless of their educational level – are disengaged from both work and education. As a result of this disengagement, irrespective of other differences between them, all NEETs share a common status of not accumulating human capital through formal channels and therefore have a greater risk of future poor employment outcomes and social exclusion.²

Following document is created in partnership with four countries practitioners in youth field- Estonia, Iceland, Italy and Portugal through Erasmus+ strategic partnership project in youth field “Community Guarantee” 2017-2019. European practice and partner countries experiences and feedback are collected, analyzed and written into this document. Hereby you will find overview on youth guarantee program, best practices from project partners countries, summary of inquiry for specialists and overview about the system of effective NEET-youth support service.

A system is more than the sum of its parts then it is important to see the impact of each part of system and interactions between them. Service effectiveness is measured with outcomes. Service with valuable outcomes is influenced by information, rules, goals, system itself, mindset.

¹ NEETs. (2018). Eurofound. <https://www.eurofound.europa.eu/topic/neets> /15th July 2018/

² Exploring Diversity of NEET. (2016). Eurofound.

1. Who is NEET

In the framework of the Europe 2020 strategy, formulated during the economic crisis which had just started to hit young people disproportionately hard, it became necessary to have an additional indicator for monitoring the situation of young people and for performing cross-country comparisons. In 2010, the European Commission’s Employment Committee (EMCO) – the main advisory committee for employment and social affairs ministers in the Employment and Social Affairs Council (EPSCO) – and its Indicators Group agreed on a definition and methodology for a standardized indicator to measure the size of the NEET population among Member States. The NEET indicator is built each year using the EU Labour Force Survey according to the following equation:

NEET Rate= Number of young people not in employment, education or training/ Total population of young people ³

NEETs were specifically referred to for the first time in European policy discussions in the Europe 2020 flagship initiative ‘Youth on the move’. The age category covered by the term was 15–24 and was later broadened to include those aged 15–29. The concept is now centrally embedded in the policy discourse at EU level. Currently, 14.2% of the population aged 15–29 are NEETs.⁴

Unemployment rate and NEET rate in EU in 2015:

EU28 Unemployment rate in 2015 was 20,3% and NEET rate 12%.

³ *Ibid.*

⁴ NEETs. (2018). Eurofound. <https://www.eurofound.europa.eu/topic/neets> /15th July 2018/

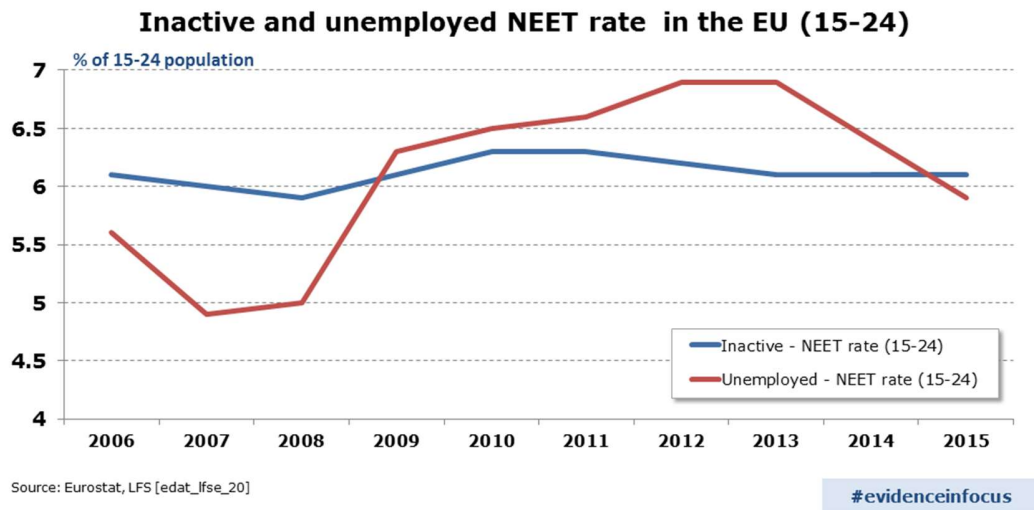


Figure 1. NEET rate in 2015.⁵

Figure 2: NEET rate, 15–24 years, EU28, 2015 (%)

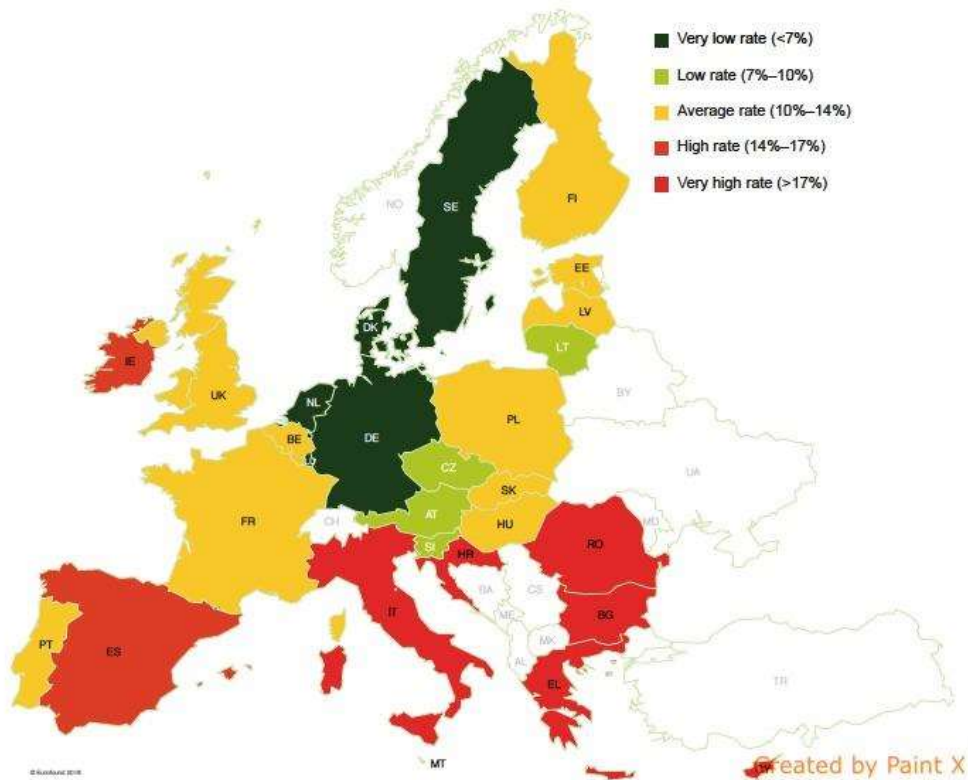


Figure 2. NEET rate by country. (2015).⁶

⁵ Young people and the labour market: a tale of two NEETs. European Commission. <http://ec.europa.eu/social/main.jsp?langId=en&catId=1196&newsId=2551&furtherNews=yes> /15th July 2918/

⁶ Exploring Diversity of NEET. (2016). Eurofound.

The latest study on the diversity of NEETs provides a new categorization into seven subgroups in order to better understand the composition of this group of young people. The aim is to better assist policymakers in understanding who the NEETs are and to assist the design of adequate support measures to meet a wide variety of needs. Each of these groups is made up of a mix of vulnerable and non-vulnerable young people who are not accumulating human capital through formal channels, whether voluntarily or involuntarily.⁷

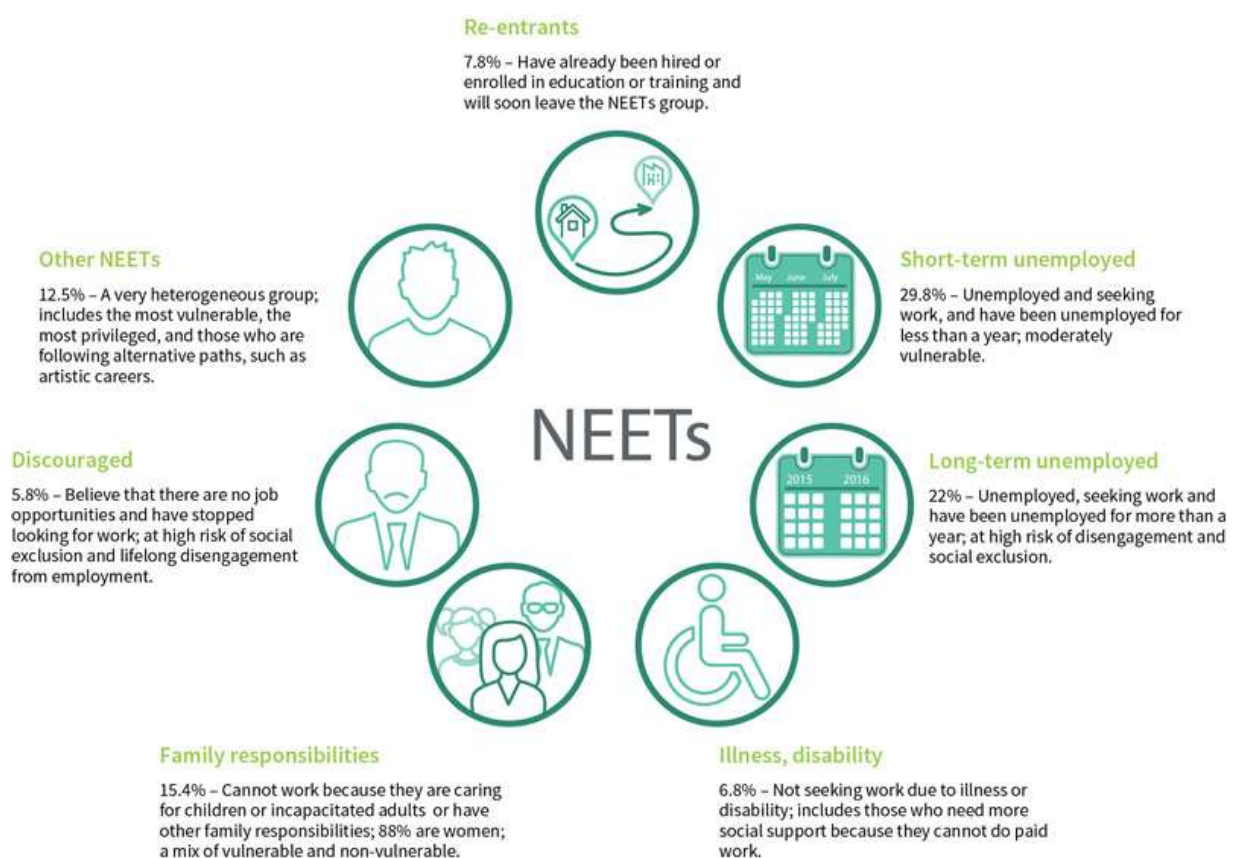


Figure 3. Who are NEETs.⁸

⁷ NEETs. (2018). Eurofound. <https://www.eurofound.europa.eu/topic/neets/> /15th July 2018/

⁸ NEETs. (2018). Eurofound. <https://www.eurofound.europa.eu/topic/neets/> /15th July 2018/

About half of the NEET population are economically inactive and not looking for a job, with large variations across Member States ⁹

In Europe there are slightly more female than male NEETs. While there are variations between countries, overall the female NEET rate was 12.7% against 12.3% of male in 2014 among 15-24 years old. ¹⁰

The gender composition of the different categories of NEETs shows that young women are disproportionately represented among NEETs with family responsibilities. The share of young women who are NEETs due to family responsibility represents 88% of the total of this category. Put differently, one quarter of all young women who are NEETs fall within the category of NEETs unavailable due to family responsibilities.¹¹

2. Overview of Youth Guarantee

Promoting youth employment and improving school-to-work transitions has been an important priority in the EU agenda. A comprehensive set of initiatives was put in place, in particular further to the December 2012 Youth Employment Package. Through the Council Recommendation on establishing a Youth Guarantee adopted in April 2013, all Member States committed to 'ensure that all young people up to the age of 25 years receive a quality offer of employment, continued education, an apprenticeship or a traineeship within four months of becoming unemployed or leaving formal education' ¹²

In April 2013, the European Commission's proposal to the Council of the European Union to implement a Youth Guarantee in all Member States was adopted. Reducing the number of NEETs is an explicit policy objective of the Youth Guarantee. This initiative aims to ensure that all young people aged 15–24 receive a good-quality offer of employment, continued education, apprenticeship or traineeship within four months of

⁹ Commission Staff Working Document. (2016). European Commission. Strasbourg. https://eur-lex.europa.eu/resource.html?uri=cellar:73591c12-8afc-11e6-b955-01aa75ed71a1.0001.02/DOC_2&format=PDF /15th July 2018/

¹⁰ Commission Staff Working Document. (2016). European Commission. Strasbourg. https://eur-lex.europa.eu/resource.html?uri=cellar:73591c12-8afc-11e6-b955-01aa75ed71a1.0001.02/DOC_2&format=PDF /15th July 2018/

¹¹ *Ibid.*

¹² *Ibid.*

becoming unemployed or leaving formal education. The roll-out of the Youth Guarantee across Member States, via the Youth Employment Initiative, has contributed to improving the situation on the ground, reducing the number of NEETs.¹³

On 7 December 2016, the European Commission launched the initiative Investing in Europe's Youth, a renewed effort to support young people. Given the positive impact of the Youth Guarantee to date, the Commission aims to boost and extend the finances available for the Youth Employment Initiative until 2020 to encourage more effective outreach to young people¹⁴

The Youth Guarantee (YG) has become a reality, just three years after the Recommendation's adoption. The typical setup sees young people registering with a provider, which most commonly is a public employment service (PES). Following an individual assessment, the registered then receive an offer of employment, continued education, apprenticeship or traineeship. The YG's tailor-made approach means that young people will be offered different pathways to sustainable employment depending on their needs and situation.¹⁵

Youth Guarantee offers generally fall within the four categories identified in the Recommendation. Typical examples include:

- Employment: open labour market employment (subsidized or not), self-employment supported through start-up and dedicated subsidies;
- Continued Education: education opportunities including job-related training, reinsertion into the regular education system, bridging courses supporting this reinsertion, second chance education;
- Apprenticeships;

¹³ NEETs. (2018). Eurofound. <https://www.eurofound.europa.eu/topic/neets> /15th July 2018/

¹⁴ *Ibid.*

¹⁵ Commission Staff Working Document. (2016). European Commission. Strasbourg. https://eur-lex.europa.eu/resource.html?uri=cellar:73591c12-8afc-11e6-b955-01aa75ed71a1.0001.02/DOC_2&format=PDF /15th July 2018/

- Traineeships: open-market and traineeships.¹⁶

The Youth Employment Initiative (YEI) is one of the main EU financial resources to support the implementation of the Youth Guarantee. It exclusively supports young people who are not in employment, education or training (NEETs), ensuring that in parts of Europe where the challenges are most acute, young people can receive targeted support.

The total budget of the Youth Employment Initiative is €8.8 billion for the period 2014-2020. This funding is being used for a variety of measures that underpin the Youth Guarantee, ranging from outreach to vulnerable groups and activation, to hiring subsidies for employment of young NEETs.

By September 2017, preliminary information from Member States to the Commission show that the Youth Employment Initiative had supported approximately 1.7 million young NEETs. The impact of these interventions is positive with around half of the operations financed by the Youth Employment Initiative leading to a positive outcome - that is, a qualification or a move into education/training, or employment (including self-employment). The assessment of many Member States, therefore, is that the Youth Employment Initiative is having significant impact on the coverage and design of employment policy in their country,¹⁷

¹⁶ Commission Staff Working Document. (2016). European Commission. Strasbourg. https://eur-lex.europa.eu/resource.html?uri=cellar:73591c12-8afc-11e6-b955-01aa75ed71a1.0001.02/DOC_2&format=PDF /15th July 2018/

¹⁷ Effective outreach to NEETs .Experience from the ground.(2018). European Commission.

3. General European Practice

Different practices by country is found from the European Commission webpage. (<http://ec.europa.eu/social/main.jsp?catId=1327&langId=en>).

European Commission Staff Working Document (2016) gives overview about NEETs support measures practices in Europe. Following points are key factors in the work with NEETs:

- Local partnerships serve to develop strategies for implementation aligned with the needs of the local labour market as well as provide an integrated approach to service delivery.
- Municipalities play a key role in the delivery of the Youth Guarantee in a number of Member States, where their involvement ranges from outreach activities and partnerships with local actors to the prevention of early school leaving and individual support.
- Cooperation with education and training providers is an integral part of the Youth Guarantee.
- Collaboration in the field of career guidance is central to better supporting students in their school-to-work transition.
- A number of Member States have established dedicated guidance centres.
- Well-designed partnerships between public-private employment services can help to support the implementation of national YG schemes by enhancing Member States' capacity to meet increased demand for employment services (linked to changes in the economic cycle) and capitalizing on the expertise and specialized services that private employment service can provide (which can complement existing PES provision).

- Social partners' involvement level is essential for better preparing young people to the expectations of the labour market and strengthening the provision of quality offers.
- Responsibility for outreach varies significantly across countries.
- Youth workers have a central role to play as they are able to reach young people in ways other services cannot, thanks to a long tradition of working with a diversity of young people and supporting them in unlocking their potential and enhancing their social capital.
- Outreach and awareness-raising activities to ensure young people's catchment and registration are central to Member States' response to the Recommendation.¹⁸

4. Youth guarantee and NEET-youth support in partner countries

Following part of the documents gives overview about Youth guarantee program in partner countries of the project "Community Guarantee": Estonia, Italy, Portugal. Iceland as non- European Union country present their experience in the work with NEET-youth.

The overview country by country about Youth Guarantee program in European Union is in the following webpage <http://ec.europa.eu/social/main.jsp?catId=1161&langId=en>.

4.1 Youth Guarantee in Estonia

In 2016, the NEET youth percentage (age group 15-24) was 9,1% in Estonia and 11,5% across the EU in comparison with other EU countries in regard to the NEET youth percentage in 2012, Estonia was rated as in the middle. According to data from 2012, 10.5% of all Estonian youth (aged 18-24) had acquired only the lowest education (basic education or lower) and did not continue their studies. Level of education is one of the main factors increasing the unemployment risk. The unemployment rate of youth with

¹⁸ Commission Staff Working Document. (2016). European Commission. Strasbourg. https://eur-lex.europa.eu/resource.html?uri=cellar:73591c12-8afc-11e6-b955-01aa75ed71a1.0001.02/DOC_2&format=PDF /15th July 2018/

basic education or lower was three times higher in Estonia in 2012 than that of youth with the highest educational level (32.6% and 10.4%, correspondingly). In addition to the possibility that the insufficient education of youth might hinder their competitiveness on the labour market, an important point of concern is also the little work experience of youth. In 2012, nearly half (49%) of unemployed youth lacked previous work experience. Thus, it is important that in the future, the youth are provided more support at entering the labour market and prepared for coping at the labour market.¹⁹

Hereby is written short overview from Youth Guarantee action plan in Estonia:

The Estonian Youth Guarantee Implementation Plan was presented in April 2014. Implementation is the responsibility of the Ministry of Social Affairs and the Ministry of Education and Research²⁰

The Ministry of Social Affairs helps young people registered as unemployed via the services provided by the Estonian Public Employment Services (PES), while the Ministry of Education and Research oversees the "Youth Prop Up" programme. The Youth Prop Up programme started in 2015 and is implemented by the Association of Estonian Open Youth Centres. Through this programme, youth workers aim to engage young NEETs (e.g. through mobile youth work) and get them to join activities organized by the Open Youth Centres. Youth workers collaborate with local municipalities, schools, the Estonian PES, partners in the youth sector etc., in order to find the best solution for each person.²¹

The Youth Guarantee is supported by extensive regional strategies and development plans. The Youth Work Strategy 2014-2020 and Lifelong Learning Strategy 2020 contain several goals and activities supporting the Youth Guarantee. The Youth Work Strategy aims to: 1) enhance the possibilities of youth for developing creativity, self-initiative and cooperation; 2) increase youth involvement and employment readiness; 3) raise youth involvement in the community and decision-making processes; 4) guarantee

¹⁹ Youth Guarantee Implementation Plan. Ministry of Social Affairs. January, 2018.
<http://www.sm.ee/et/noortegarantii/26.08.2018/>

²⁰ Estonia. Youth Guarantee country by country. European Commission. May, 2018

²¹ Ibid.

high-quality youth politics and youth work development. The Lifelong Learning Strategy 2020 contains several principles and objectives that help youth to transfer from school to employment (guaranteeing the accessibility of high-quality education corresponding to the needs of the labour market; enhancing training organization; offering information and counselling services to shape conscious choices).²²

4.2 NEET-youth support in Iceland

In Iceland it can be difficult to get definitive numbers on the percentage of unemployed and NEET youths because a young person who is attending school has registered at the Directory of Labour during the summer vacation can be seen as unemployed but is not NEET by definition. That means that traditional ways to measure unemployment amongst youngsters do not tell us the whole story. In 2008 the economy in Iceland crashed and it had a big impact on youth employment as they are the group most likely to lose their jobs due to little or no education and experience.

In 2001 NEET youngsters in Iceland were 4,5%, but following the economic collapse, Iceland experienced an increase in the rate of young people who were unemployed, out of school and not in vocational training. The ratio of 15-24 years old NEET youth rose from 4.3% in 2008 to 7.3% in 2009, and remained unchanged in 2010, but has decreased steadily since. By 2017, only 3.9% of the age group was in this position, which is lower than before the economic crisis. This was the lowest rate in Europe according to Eurostat and Directory of Labour in Iceland (See Statistics from Eurostat). Before the crash, young women were more likely to be unemployed, out of school and not in vocational training than young men, but from 2009 to 2016 young men were more likely to be in that position. By 2017, however, gender was almost equal to just under 4%.

Iceland has very little research specific to NEET youth in Iceland but there are some research about unemployment and elimination from schools. As research in other countries also shows, unemployed youth in Iceland suffer from more mental health

²² Youth Guarantee Implementation Plan. Ministry of Social Affairs. January, 2018.
<http://www.sm.ee/et/noortegarantii> /26.08 2018/

diseases, such as depression and anxiety, than their peers, they lack self-confidence and they are less likely to be employed later on.

The Nordic countries tend to look to one another when it comes to solutions for all kinds of problems or dilemmas. After the financial crisis, when unemployment and NEET numbers went up, we took a look at what Finland, Norway, Denmark and Sweden had done to help these groups get back on track. The project "Young people to activity" was launched in 2010 and supported by the government. This was to help youngsters aged 16-24. It is a twofold resource, one part was to help youngsters get back into education and the other part was that within three months of being unemployed a youngster could participate in work related activities such as training, temporary employment for experience, summer jobs and volunteer work. Results showed that about 80% of participants felt they received good assistance with selecting the solutions they were offered and that those who participated were more active in searching for jobs than those who didn't. In 2011 more money was put into our comprehensive high schools which educate youths from 16 years old (elementary schools in Iceland are for 6-16-year olds). The goal was to help them finish their studies and it is in Iceland's long-term policy to reduce the percentage of people who have not finished these studies from 30% (in 2011) to 10% (in 2020). They also accepted every application to comprehensive high school from people under 25 years old, as long as they fulfilled the conditions to apply. In the fall of 2011, 1500 youngsters from 16-24 years old started their studies as a part of this program. In the spring of 2012 only 11,8% had left school which is lower than it had been the fall before when it was 21,8% dropout from school. In only one year 7,8% of them had graduated from their studies.

4.3 Youth Guarantee in Italy

In Italy, is considered NEETs youngsters aged between 15 and 29 that are not engaged in working, training and education activities. Following the 2008 crisis, the statistics on NEETs increased sharply, reaching 26.2% in 2014. In the last three years, Italy recovered two percentage points, showing that we are moving in the right direction. The

Veneto region, also in this case, turned out to be an "happy" area. In fact, despite the local statistics have followed the same trend of the national ones, but the numbers have proved decidedly inferior.

In December 2015, 4.454 million young persons (under 25) were unemployed in the EU28, of whom 3.057 million were in the euro area. Compared with December 2014, youth unemployment decreased by 426 000 in the EU28 and by 229 000 in the euro area. In December 2015, the youth unemployment rate was 19.7% in the EU28 and 22.0% in the euro area, compared with 21.2% and 23.0% respectively in December 2014. In December 2015, one of the highest rates were observed in Italy (37.9%). Even if has one of the highest rates of youth unemployed, Italy is starting to decrease the rate (In December 2014 we had a rate of youth unemployed around 41,2). In 2015, the NEET represent 26% of the young under 30 years. In September 2015, the youth (under 25) unemployment rate per gender was 37,6% (M) and 42,2% (F). In Veneto Region, in December 2014, the youth unemployment rate was 27.6% of the youth population (under 25) and the NEET rate was 15%

The Italian government highlights the need of a Youth Guarantee implemented through a specific National Operational Programme managed by the Ministry of Labour, where Regions will be intermediate bodies (i.e. "delegated managers"). The multilevel governance between State and Regions will be organised as follows:

- Regions will have the responsibility of implementing active labour market policies actions addressed to beneficiaries, with the exception of guidance activities to be carried out within the public system of education and training, as well as further subsidiarity-based guidance activities to be performed by "competent services" and of measures for job placement;
- Central administration will be responsible for the implementation of the IT platform, the monitoring and evaluation system and information/communication activities at national level.

The job incentive systems may, instead, be shared between State and Regions, by means of a scheme that provides for:

- the identification at local level of potential beneficiaries (possibly through the use of synthetic indicators expressing insertion difficulties in the labour market) and of the intensity of support;
- the implementation at central level of the incentive scheme through procedures that are already proven and easy to activate by employers.²³

Developed, in a first phase, from the end of 2014 till 2016, Youth Guarantee in Italy is managed by at Regional level (NUTS 2) through the ESF (European Social Found). Veneto Region, together with Lombardia Region, are 2 of the best regions of Italy, and of Europe, in implementing the Programme, with high results and best practices developed. In Veneto Region, project partner Eduforma S.r.l., is one of the "Youth Corner" accredited through the Region for the development and implementation of the Programme.

4.4 Youth Guarantee in Portugal

At the last census moment, March 21, 2011, there were 1,803,391 young people aged between 15 and 29 years old in Portugal.

In July 2018, The National Agency of Statistics considered that 197,200 young people aged 15-34 are NEET (Not in Education, Employment, or Training).

According to the European youth guarantee program, in July 2018, there are 160,000 young NEETs between the 20-29. Regarding the age of these NEETs, 45% are between 20 and 24 years of age, 41% between 25 and 29 years, and 14% are distributed among the remaining age groups. Being 50.2% are female and 49.8% are male.

The Youth Guarantee program also indicates that the low qualification increases by about three times the probability of NEET situation happening: 41% of the young people have the 9th year of schooling (not compulsory school finished), 42% of the secondary

²³ Italy. Youth Guarantee country by country. European Commission. May, 2018

education (12th year of schooling, means compulsory school finished) and 17% correspond to the other academic qualifications.

Of the current 160 thousand young NEETs 59% (94400) of Portuguese young people are unemployed enrolled in the public employment service (in previous years, the number was higher, decreased in the last years with the decrease of youth unemployment rate), about 100 thousand are tracked in the universe of employment services and in the Youth Guarantee Program. For those both are looking for a response that fits with their profile.

Around 41% (65600) are not registered in the employment, education and training services. Where are the remaining 65,000? They are not identified that means we don't know. The group of inactive, or "discouraged," never made themselves known by the system. They have never signed up for any service. According the Institute for Employment and Vocational Training and coordinator of the Young Guarantee program, in the context of the implementation of the Youth Guarantee, the IEFPP has identified reaching it hardly: They are not registered anywhere.

This group comprises two broad categories:

- Inactive youth
- Unemployed young people.
- That is a young people who are looking for a job, but do not use the public employment services consequently there are no record.
- What can we do for them? The first step is to try to find them and flag them.
- The Youth Guarantee European program is built up to respond to inactivity and unemployment youth, whose main objective is to provide to young people between 15 and 29 years of age, who are not studying or working, an opportunity to bet on their qualification and to be in contact with the labour market. In Portugal, the program is coordinated and implemented by IEFPP (Institute for Employment and Vocational Training).

- The following are part of the National Strategy for Youth Signage, which the Portuguese Government has raised in conjunction with the International Labour Organization. The main dimension of the strategy was to reorganize and extend the network of partners of the Youth Guarantee program. Three levels of participation in the local networks were defined. The first level is feed a lot from the local partners, who have, above all, a supporting role near young people. At an intermediate level of the network are the partners that support the diagnosis and refer the young people to suitable projects or employment or education and training offers. A third core of partners includes entities with skills and resources to deliver responses.

The Portuguese network comprises 1,500 partners in a wide range of institutions, ranging from youth associations, and non-profit private institutions with projects in the social area, to parish councils and municipalities. They are on the ground and, above all they are easier to reach young people.

The young person is registered by the person who identified him or her on a platform created for that purpose, and this record allows him to be referred to that intermediary entity. The platform can also be used individually by Youth. In progress, at this moment, is a campaign of communication with coverage in social networks, which aims to make known its existence.

The whole network of IEFP Employment Centres, and the Qualifica Centres are on the front desk of the strategy implementation, as well as offices to support the professional integration. They are the ones who make the diagnosis and referral of young people to the respective measures.

Commission's assessment of the 2018 country report for Portugal (EN - PT) presents some conclusions raised by Employment Committee's multilateral surveillance review on youth employment, January 2018: The labour market for young people in Portugal is improving, however the youth unemployment rate remains higher than the EU average and segmentation continues to be a concern.

There is a wide network of partnerships in place to deliver the YG, and individualised support is provided. Portugal shows a high level of sustainable integration, indicating the quality of offers made. NEETs remain a heterogeneous group, some of whom need tailored support in order to be in a position to accept offers they may receive. An outreach strategy is in place, focused on those hardest to reach. Some challenges remain: there are an increasing number of young people in the preparatory phase of the Guarantee.

5. Summary of “Community Guarantee” project and work process

Project „Community Guarantee“ is a strategic partnership project funded by the Erasmus+ Programme of the European Union and implemented during 01.07.2017-31.01.2019. This was a partnership between four countries, including Association of Estonian Open Youth Centres from Estonia as the lead partner, CAI–Conversas Associação Internacional from Portugal, Eduforma S.R.L. from Italy and Samfes, samtök felagsmidstodva a Islandi from Iceland.

Project activities included 3 transnational project meetings for the project management team, 4 international study visits to project partner countries, local level service safaries and questionnaires in each project partner country, an international seminar and final conference both hosted in Estonia.

The aim of international study visits was to build a rich knowledge base through meeting different institutions and practices, having common discussions about the services targeted to young people not in education, employment or training and analyzing strong and weak points of those services. The international study visits helped to understand different viewpoints and solutions, share experiences and practices between different stakeholders as well as provide the possibility to see possible solutions from different points of view. During the international seminar, the knowledge and learning experiences from the international study visits and local level activities were analyzed in order to create a service model of an effective NEET-youngsters support service.

The project was successful in reaching the aim of meeting and analyzing different realities and transferring good practice examples between different contexts and countries. All together 100 youth workers' mobilities was implemented during the international study visits and seminar, the participants of these activities could increase their knowledge of methods and possibilities of working with NEET-youngsters/ young people in the risk and therefore become more professional in their work. Higher quality of youth work has impact on young people and their life. The project also pinpointed the importance of cooperation and networking between different partners and stakeholders, expertise networks of people working with NEET-youngsters were created/improved to develop coherent approaches and synergy of practices between different specialists. Common value base for NEET-youngsters work was established and new ideas for more effective work with NEET-youngsters were generated.

The service model developed as the intellectual output of „Community Guarantee“ project can be found in the current publication and it helps everyone to get involved in delivering a qualitative service for NEET-youngsters, understand the role of specialists and ensure a coherent experience for the youngsters.

6. Examples and good practices of organisations from partner countries

1. Estonia

Youth Guarantee implementation is shared between different institutions. Some of them are those who implement concrete programs and some of them are supportive network.

Table 1. Organizations Related to Youth Guarantee Implementation²⁴

Name of Organization	Type of Organization	Scope	Role at Implementing the Youth Guarantee
Ministry of Social Affairs	state authority	national	Formulates labour market politics. Coordinates and takes responsibility for the planning and implementation of Youth Guarantee activities.
Ministry of Education and Research	state authority	national	Formulates educational and youth politics. Is responsible for developing and implementing the Youth Guarantee activities that are in the Ministry's sphere of activity.
Estonian National Youth Council	NGO	national	Represents youth and forwards their opinions/attitudes.
Estonian Unemployment Insurance Fund	legal person in public law	national	Offers labour market services and benefits.
Estonian Youth Work Centre	institution governed by the Ministry of Education and Research	national	Directs and organizes youth work in the framework of national youth politics.

²⁴ Youth Guarantee Implementation Plan. Ministry of Social Affairs. January, 2018.
<http://www.sm.ee/et/noortegarantii/26.08.2018/>

Estonian Open Youth Centres	NGO	national	Offers youth work services on the local government level.
The Labour Inspectorate of Estonia	institution governed by the Ministry of Social Affairs	national	Enhances the quality of labour sphere via supervision and public awareness raising.
Estonian Employers' Confederation	NGO	national	Represents entrepreneurship and employers.
National Resource Centre for Guidance	Innove Foundation's working group	national	Systematically develops career services and regional cooperation.

In Estonia, actions are divided between two areas:

- a) Activities Preventing Youth Unemployment;
- b) Labour Market Measures.

a) **Activities Preventing Youth Unemployment**

General

Youth work contributes to the development of youth and helps to acquire knowledge and life skills. In preparation for working life, methods increasing youth contact with working life and developing their social skills are of utmost importance.

Youth Prop Up Programme

The *Association of Estonian Open Youth Centres* is the organisation responsible for the development and implementation of the *Youth Prop Up* action plan for the estimated duration of 2015-2018. The programme supports currently the 8,800 individuals who meet these criteria.

The main aim is in supporting young people in need, who may have been made redundant or have not completed their education and are not currently studying. The programme attempts to assist them in realising their potential and return to being a

productive member of society as quickly as possible, raising their confidence and self-esteem.

The activities take place under the "Inclusion of youth at risk of social exclusion and improvement of youth employability" programme. The programme is approved by the Ministry of Education and Research and co-financed by European Social Fund. Programme is led by Estonian Youth Work Centre. The total budget allocated to this system was EUR 3,100,000 with 85% of funding from the ESF and 15% from the state budget.

The programmed activities are set to be carried out at local level, designed so as interaction can take place on a one to one basis with the participants. This ensures that their progress can be monitored and tailored to their specific requirements. Participants can then activity use these skills learned in their everyday living environment.

The centres implementing *Youth Prop Up* are located throughout various regions within Estonia. The programme is currently being implemented by approximately 35 youth centres since the beginning of 2015, continuing to the current end date in 2018. Each centre has the facilities to support up to 30 participants each month.

An action plan has been created for each activity zone. It begins with a process to how to engage potential new participants who would benefit from the service; like through the mobile youth work. It then advises on the potential support options that the zone can provide for each of the participants. Constant contact is maintained with various supporting institutions (e.g., municipalities, the Estonian Unemployment Insurance Fund, *Rajaleidja*, local and regional businesses, cultural and educational institutions, etc.), and trained specialists who can provide appropriate measures of support that an individual may require. All specialists will have completed a corresponding training programme that includes a first level training in motivational interviewing. The focus is geared towards the individual receiving a personal action plan that meets their specific situation.

The activities of *Youth Prop Up* concentrate on four main phases:

- Identification of the youths through mobile youth work (e.g. outreach, internet, youth work services in open area) or networking.
- Establishing a trusting contact with individuals in order to help them to come to terms with their wishes and ambitions.
- Empowering the participants through the possibilities of youth work, in order to assist in developing their practical knowledge and skills and facilitating their entry into labour market.
- Keeping in regular contact with the participants for at least six months after their exit from the programme, for follow up support and assistance if required.

To gain the full benefit of being a participant in the programme each individual would need to remain active within the scheme for a minimum of one to six months, with exceptions. All steps are fully documented in the youth centres' monitoring system of "Logbooks" which enables the facilitators to collect daily statistics and document their day-to-day activities with participants. The Logbook was established in order to allow all youth centres to collect and share data, resulting in reliable evidence-based statistics. Trends and successes can be monitored and shared across all zones, with proven strategies that could be implemented in other regions. Documentation of individual work is based on case files.

The activities revolve around the participant in the present moment and focus on their interests and practical desires. All actions are based on the skills that the participants want to develop further in their lives. This enables them to take an active part in the direction of future activities, that they can then implement within their own lives outside of the programme.²⁵

Youth Initiative foundation Pick Up

Youth Initiative foundation Pick Up is led by Association of Estonian open youth centres.

The activities take place under the "Inclusion of youth at risk of social exclusion and improvement of youth employability" programme. The programme is approved by the

²⁵ Support program "Youth Prop Up". Association of Estonian Open Youth Centres.
<https://tugila.ee/support-program-youth-prop/> /26.08 2018/

Ministry of Education and Research and co-financed by European Social Fund. Programme is led by Estonian Youth Work Centre. The total budget allocated to this system was EUR 329,982, with 85% of funding from the ESF and 15% from the state budget.

The aim of this project fund is to develop the community through youth initiative projects. It is a program for all the youths no matter where they live, but the aim of this foundation is not only to share money, but to counsel youngsters through their projects. The tools of counselling are Facebook, Skype, e-mails, Messenger etc., which means that the program can reach to everyone and everywhere.

The application is really youth-friendly and supportive:

- At first, the youth group has to fill a form in Google docs, where they can explain their idea. Why? The most important thing is IDEA and active youngster, not the writing skills.
- The youth worker will contact the youth group to arrange the Skype meeting (counseling)
- In the Skype meeting, the youth group explains their idea, where it came from, why it is necessary to the community, the budget and schedule etc.
- Youngsters will do a poster or a video about their project. The poster/video will go to the Nopi Üles Facebook page, where the community can "like" the ideas. When the poster/video will get 200 likes, then the youngsters will get the money to realize their idea.
- All the reports are uploaded in Nopi Üles blog, where the community and other youngsters can read about the projects – how did it go, what were the problems, how did the community support youngsters, what did they learn through the project, shared thoughts and so on.

Conditions: at least 2 young people in one group; max budget 2000€; no co-financing; project has to develop the community as well as youngsters; project activities have to be open to everyone who wants to participate.

Aims- active youngsters who develop their communities; first experiences with projects; digital tools and developing digital skills, youth information through internet; community

can see, what youngsters are doing and can support their ideas through Facebook; municipalities will trust the youngsters more (project leader skills, initiative, youngsters ideas are worth listening to etc.); counseling throughout the project when needed.

Funded ideas: hobbies, events for youngsters (long-term effects), developing and repairing public areas, trainings, developing open youth work etc.

Look more: posters/videos/ideas: www.facebook.com/nopiules

Community practice

The Network of Estonian Nonprofit Organizations NENO implements activities, which support community development. Opportunities are created for youths to carry out an internship in some local non-governmental organisation as part of the social education subject to get to know the activities of the organisation and participate in their work, performing some duty that is appropriate and interesting to them and necessary for the non-governmental organisation. In carrying out the internship duties the youths have an instructor from the non-governmental organisation, whose task is to explain to the student the principles of the organisation of work and management of the non-governmental organisation, at the end of the activities help analyse and define what was done and seen during the internship. As a result of the programme the inclusion of youths in community life will improve, daily social network and horizons will broaden. As part of the activity the youths will acknowledge themselves as a member of the society and a citizen, who has the opportunity to contribute on important issues and support community development. The internship is directed primarily towards secondary school students.

More information can be found here: <http://ngo.ee/kogukonnapraktika>

Working summer

The youth work camp format that has proved its merit will be developed and expanded as part of the activities. The youth working summer values the youth receiving the first work experience and increasing employment readiness, offering youths an opportunity to get to know various areas of work and work disciplines. The aim is to reach youths, to whom the work camps service is not yet available, by way of creating capacity to

provide the service. This means that in areas, where work camps have not been organised over the past years, opportunities are created for it. Work camp is an important place of exposure with the working life for youths aged 12-14, who are also the main target group of the activities.

More information in respect of the activities can be found here: <http://www.entk.ee>

Introducing professional fields directed towards youths

Simulations or display items offering a hands-on experience introducing vocations and professions are created for youths, where youths can experiment and try various professions themselves. Through this the youths are able to get to know the professional field and expectations of employees more closely and make better informed career decisions. The created solutions will reach youths across Estonia on the basis of the travel plan, according to which for example fairs, schools, youth centres are reached as well.

More information in respect of the activities can be found here: <http://www.entk.ee>

Examples: movable occupational labs- health sector - virtual lab (360-degree video) to introduce health sector professions.

Mobile workshops with the purpose of introducing young people the different professions, work practices, and tools of the metal and wood sector, and offering hands-on opportunity to test the work tasks associated with these professions in order to raise young people's career awareness and competitiveness in the fields of technology and engineering.

More information can be found www.merkuur.eu.

Policy paper of the cooperation groups of local governments – additional support for local governments

Support and activities are directed to local governments for developing the services offered in youth work and thereby preventing the general risk of exclusion of youths and reducing inequality. The aim is for the services of youth work to reach new youths and broadening the opportunities of youths participating in youth work. Attention is also paid

to areas, where youths have less opportunities to participate in youth work and the key of activities is the cooperation of local governments, i.e. joint leading of the opportunities offered.

As a result of the activity the cooperation of the local governments of the area and authorities and associations organising youth work will improve and local governments are capable of including a greater amount of youths in youth work and better use opportunities across local governments in ensuring development opportunities for youths.

More information can be found here: <http://www.entk.ee>

Youth Guarantee Support System

In Estonia, a Youth Guarantee Support System (YGSS) is in place to find young people who are NEETs 'without good reason' and direct them to Youth Guarantee activities.

Work on this first began in 2016 and was completed this year. A recent change in legislation (Social Welfare Act) was required to facilitate this system due to the introduction of the General Data Protection Regulation (GDPR), stating who would process the data, which data and for what reasons. Data feeds in from nine registers, creating a very comprehensive dataset that includes information on the young person's address, email, number, educational background, and if they studied in Estonian or Russian. Altogether, the system is currently being used voluntarily in 31 municipalities and five partner municipalities who are testing the system until 2020 covering 40% of young people aged 16-26. All partner municipalities employ a case handler to contact the young people identified. Case handlers use a case management guide on how to contact the young people and what the process should entail. A letter is first sent to the young person and then the case handler follows up on them via other methods. The total budget allocated to this system was EUR 660,000, with 85% of funding from the ESF and 15% from the state budget.

STEP-programme

STEP program target group are young people aged 15-26, who have committed offence in the past and do not learn or study. Young people must decide before joining STEP-

program that they will not commit any more offences and have a clear desire to work or study. When joining STEP-program, it does not matter, what the young person's place of residence is, but since the employers with whom STEP program co-operates are located in Tallinn and Harju County, the young person must have a permanent place to stay, which is not more than an hour away from a future employer by public transport. In addition, young persons, who have joined STEP-program, should not use drugs and be prepared to deal with his or her debts if he or she has them.

STEP-program helps to increase the employment rate of young people, who have committed offence in the past and helps them, while they start to work or study and supports them staying there.

When a young person joins the program, he or she will be brought together with an advisor. Counseling takes place 2-5 times, with a weekly, maximum two weeks interval. The emphasis of the program is on young people joining the workforce, but young people are also encouraged to study. When it is found that a person is ready to work or study, he or she will be brought together with an employer or an educational institution. Supporting the young person and co-operation with the employer or educational institution to solve various issues continues for a period of 6 months after he or she has started to work or study.

STEP-program can be completed both in Estonian and in Russian.

STEP-program team works in partnership with various employers located in Tallinn and Harju County and who want to help young offenders make the next step towards a more fulfilling life. The young person must be able and ready to work – he or she must be motivated, which means, that he or she must actively participate in job search and contribute to finding solutions in co-operation with STEP-program's advisor. Young persons are in charge of communicating with the counselor, they must adhere to agreed meetings and be accurate. The counselor and program's staff do not interfere with the young person's personal life they do not wake him or her up in the morning or make him or her go to work. Young people must act independently, take responsibility and take care of their work; otherwise, the possibilities of fulfilling their and the employers expectations are minimal. If the young person asks STEP-program counselor to find a

solution to some of their problems, they will be supported in a variety of ways. Cooperation with both the young person and the employer will continue after the young person starts working.²⁶

Jalatalla-programme

Tallinn Sports and Youth Department (TSYD) organizes "Footprint Program". It is a long-term tool for working with the NEET- youngsters, providing different local and international approaches to raise their competences for continuing with their studies and/or entering the labour market.

Target group: Youngsters, aged 15-19 years, who are not in the education nor working, or have difficulties with compulsory school attendance.

The aim of the program is to raise the competences of NEET-youngsters, while improving their social skills and competitiveness for entering the labour market and for starting/ continuing their studies.

- To raise youngsters willingness and courage to make decisions about their lives;
- To help them become more assertive and to develop their social skills which are needed for everyday activities;
- To broaden their minds about cultural diversity, tolerance and acknowledging others while being part of a multicultural team they are participating in international project;
- To raise their awareness and to provoke their habit of working, they try out volunteering on local and/or on international level (EVS) together with thorough preparation.

The structure of the program:

The 1st phase focuses on raising their competences with the help of different group activities and mentoring;

The 2nd phase includes mentoring, youth exchanges or voluntary service and taking part in other program activities;

The 3rd phase consist of mentoring and different after activities.²⁷

²⁶ STEP-programme www.step.ee /15.10.2018/

²⁷ Jalatalla programm. www.tallinn.ee/est/noorteinfo/Jalatalla-programm<<http://www.tallinn.ee/est/noorteinfo/Jalatalla-programm>> /01.10.2018/

SPIN-programme

SPIN is a sports-based intervention program, targeted at at-risk young people with lesser opportunities aged 10-18. The program reduces risk behaviour and anti-social behaviour through football and various activities that help develop social skills.

SPIN is coordinated by the non-profit organization SPIN in cooperation with the Ministry of the Interior, British Council, Estonian Football Association, Good Deed Foundation, Police and Boarder Guard Board, as well as local city governments and professional football clubs.

SPIN is based on the Kickz program from the United Kingdom that has achieved unprecedented success during the past eight years. Involving over 100,000 young people, Kickz has helped reduce crime levels by 20% and anti-social behaviour by 60%. The Kickz model has been modified for Estonian circumstances (more emphasis on impact assessment, more co-operation with schools etc.)

Develops: social skills, ability to focus, cooperation skills, self-control and discipline, academic achievement, fulfilment of school attendance. • Reduces: risk behaviour, aggressiveness, impulsivity. • Helps: develop a set of positive values, find inspiration from positive emotions, gain a sense of belonging to a team.

Each group is attended by a professional football coach and an assistant coach with experience in social work or youth work (both chosen in cooperation with top-level football clubs). Three sessions take place each week for each group, two of them focused on football and the third on developing social skills²⁸.

Career Services

Career services (career info, individual and group counselling) enable youth to make informed career choices and increase their readiness for active long-term participation at the labour market. Across all Estonian counties Estonian Unemployment Insurance Fund offer free youth-targeted career services. The goal of these services is to guarantee that youth have access to timely and appropriate information regarding labour market, and to support youth at self-exploration and decision-making to develop their skills.

²⁸ Spin- programm. www.spinprogramm.ee /10.10.2018/

b) Labour Market Measures

The Estonian Unemployment Insurance Fund (Eesti Töötukassa) enables to register oneself as unemployed starting from the age of 16. The unemployed can get labour market services and are paid unemployment insurance premium or unemployment benefits prescribed by laws. The Estonian Unemployment Insurance Fund offers twenty labour market services. Unemployed youth get labour market services based on individual job search plans. The individual job search plan describes the knowledge, skills and experience of the job seeker, and specifies the necessary activities and timeline for finding a job. The unemployed youth are offered personalized labour market services to support their job search.²⁹

Service “My First Job“

In addition to existing labour market measures, the Estonian Unemployment Insurance Fund offers the first job measure, aiming to decrease youth unemployment due to little or no work experience, and to help youth to find a job. The service includes salary benefits paid to the employer (up to 50% of the salary up to 12 months of youth employment) and reimbursing employer’s training costs made during the first two years of employment.

Target group: Youth aged 16-29, who lack or have little work experience, and who have not been occupied for the last three months, or temporarily occupied.³⁰

Workshops about labour market and working life

Workshops directed to youth, introducing labour market and working life at schools and youth work institutions. Co-ordinated by Estonian Unemployment Insurance Fund. The preventive activities mostly aim to raise youth awareness about working life, and to launch and develop supportive measures targeted to NEET youth.

²⁹ Youth Guarantee Implementation Plan. Ministry of Social Affairs. January, 2018.
<http://www.sm.ee/et/noortegarantii/02.10.2018/>

³⁰ Youth Guarantee Implementation Plan. Ministry of Social Affairs. January, 2018.
<http://www.sm.ee/et/noortegarantii/02.10.2018/>

Target group: Students from grades 8-12

Aim: Raising the awareness of youth about how the labour market functions, what to consider when looking for a job or planning a career, and what are the possibilities to get labour market related help, if such a need arises.³¹

2. Iceland

Iceland has several ongoing projects that were built to help NEET youngsters for example Hitt húsið, Hugarafl, Molinn and Vinnumálastofnun as well as others.

Work related studies

This project is aimed at kids 15 and 16 years old, in 9th and 10th grade in elementary school. This is for students who have for multiple reasons been set back in their studies. They get work inside the schools and get paid for their work, alongside continuing their studies. This helps them feel needed, gives them experience and self-confidence.

Employment Square in Reykjavík

This project was originally for 16-24 year olds but in 2013 they changed it to 16-29 year olds. Their aim is threefold. One is to activate those in search for a job with priority of those getting financial assistance from the city. The second is to increase cooperation between Reykjavík city and the Unemployment Offices in service to those who are seeking jobs. The third is to increase activity with those who are NEET and aren't getting financial assistance from the city. In 2013 52% of participants got in temporary or permanent activities while 11% dropped out of the project.

Fjölsmiðjan (vocational training workshop)

Fjölsmiðjan was started in 2001 and gets its original idea from production schools in Denmark (produktionskoler). It is for 16-24 year old NEETs. It is a job center where the youngsters can learn skills and earn pay and prepares them for the job market or for continuing studies. They aim to reinforce self-image, self-respect, social skills and

³¹ Youth Guarantee Implementation Plan. Ministry of Social Affairs. January, 2018.
<http://www.sm.ee/et/noortegarantii/02.10.2018/>

community skills. Their goal is to give them a personalized service and give counselling to those who seek it. This project has not been researched or evaluated so we don't know for sure exactly how effective it is.

Work power

This project is for 16-18 year old NEETs. Their goal is for the youngsters to learn how to change their own behaviour, thoughts, communications and learn new skills along with empowering their self-confidence and inform them about education, jobs and training. It's combined of education and training. The training part is 335 class hours where the youngsters learn about arts and crafts, self-empowerment and information about education and jobs available. The youngsters get paid for their participation. This project has not been researched or evaluated so we don't know for sure exactly how effective it is.

Vitamin

This is a project by Hitt Húsið, a youth center. Their goal is to enable and empower NEETs from 18-25 years old along with helping them find their own strengths and interests. They also try to help them find what direction they want to go in and encourage them to explore more than one way to go where they want to go. They do this by enabling creative thinking, goal-oriented training, cooperation, financial education and information about seeking employment. This project has not been researched or evaluated so we don't know for sure exactly how effective it is.

Virkið

The Fort (Virkið) is a cooperation between 14 sections and institutions in Akureyri and Eyjafjörður. All those involved work with NEED youth in one way or another, a youth club, unemployment office, Fjölsmiðjan, health institute, the hospital, social service, various schools, the police and more. All partners have a written contract which talks about working together, to make it easier for the individual to find a solution to the problem³².

³² Husid. <https://husid.net/> /31.08 2018/

3. Italy

Regione del Veneto – Sezione Lavoro (Region of Veneto - Section for Labour: is directly responsible for the implementation of the regional labour market policies, by approving, yearly, the relative action plan. It is implemented by the social partners in the territory and the decision-making process is carried out by means of social dialogue.

The Region of Veneto - Section for Labour, with the cooperation of the regional instrumental body named "Veneto Lavoro" (regional observatory of the labour market), has direct competences in implementation of supporting training and consulting actions aimed to unemployed and employed people to develop their competences and facilitate their entrance/stay in the labour market. The aims of Community Guarantee project are in line and coherent with the main priorities in which the Region of Veneto is involved in the regional labour market strategy, also in relation to the still current critical economic situation.

Region of Veneto - Section for Labour is the official authority for the implementation of labour policy in the Veneto region. Due to its institutional role, it possesses the most relevant competences and capacity to implement the project results. Specific competences and skills regard: - management of relevant and wide networks (social dialogue); - programming and management of complex programmes (ESF); - monitoring and evaluation of realized activities (ESF); - project management of innovative and strategic projects (transnational, national level). Region of Veneto - Section for Labour has an extensive experience in managing and implementing EU programmes and funds. Such competences were acquired - on one side, thanks to the specific role as ESF Managing Authority for the Region of Veneto: - on the other side, thanks to the experience acquired during the last years with the operative participation in transnational cooperation projects. Other important EU initiatives have been realized within the LLP Program and, recently, with a financing of the Directorate-General for Employment, Social Affairs and Inclusion, the Section for Labour has been the lead partner of a preparatory action of Youth Guarantee. Scheme, titled "YGV - Establishing

a partnership to set up a Youth Guarantee Scheme in Veneto". During the last 10 years, the Section for Labour has consolidated a stable and competent EU-project office with a group of internal qualified staff with specific competences and skills in management, coordination, finance and administration, communication and monitoring of complex transnational initiatives.³³

H-FARM: For 13 years H-farm has been the innovation platform that supports the creation of new business models and the digital transformation and education of young people and Italian companies. H-farm support both small, innovative companies as well as established enterprises in developing and accelerating their businesses working together with companies to enable digital transformation initiatives, from planning to execution. H-Farm provides innovative methods and approaches in digital education for students and companies. H-FARM educational project is characterized by an innovative approach that revolutionizes teaching and learning, helping students develop their potential through dynamic programs, the development of multidisciplinary skills and the use of new educational tools. The world is changing, pushed forward by technological innovation that is transforming every aspect of society. H-Farm believes that students need inspiration and creativity to develop the skills they need to face the challenges of tomorrow. ³⁴

MEGAHUB - FabLab e Coworking: Megahub is a space where use and sharing offices for freelancers and artisans. It was born from a journey carried out by Samarcanda, a reality that has gained over ten years of experience in the Alto Vicentino area and has offered more than 5,000 consulting to young people between the ages of 18 and 35. Fablab & Officina, Coworking and Lab Impresa are the main services to provide: physical spaces where realize and exhibit their productions; training and tutoring about business ideas; possibility of sharing and contaminating one's work with other subjects. Analysis of the needs of young people, creation of meeting points events organization dedicated to young people and their creativity, space for ideas and

³³ Regione Veneto. www.regione.veneto.it /31.08.2018/

³⁴ H-FARM. www.h-farm.com /31.08.2018/

proposals for young people. In the next months, Megahub will open a campus (Service Center) near the high schools of the Schio municipality, consisting in: study room, rehearsal room, theater, bar, Informagiovani offices, free rooms for meetings, relaxation space and meeting place for young people.³⁵

Porto Burci: Porto Burci is a meeting point where cultural and social actions are conceived. Porto Burci can offer training and cultural enrichment occasions. Porto Burci is an experimental space where ideas could be turned into opportunities for the entire community, through the exchange of expertise and experience. This is a harbour where citizens not only of Vicenza but also of the world can dock! They organise and host courses and laboratories focusing on diverse knowledges, both traditional and contemporary, connected to the new professions. Here associations and groups can find room to design and realise their projects. They propose activities and events concerning the environment, the citizenship, international cooperation, art and culture. Currently the "Porto Burci" steering committee consists of different organization and associations: Festambiente Vicenza (project leader), Arci Servizio Civile Vicenza, Circolo Cosmos, Non Dalla Guerra, Arciragazzi Vicenza, Teatro Amantidi and Legambiente Vicenza. Partners are Radio Zappa, Spritz Letterario, Arturo – Spazio Nadir, Meccano 14, rock-festival associations of Vicenza (Jamrock Festival, Riviera Folk Festival, Lumen Festival e SpioRock) and Comunità Murialdo Veneto³⁶.

Best practices within the youth field are strictly connected to the Civil Service, an Italian national programme that Porto Burci implements by creating and realising projects exploring different scopes. In particular, at Porto Burci work 18-29 years old volunteers of the Festambiente associations, Legambiente, Arciragazzi and Arci Servizio Civile, who influence each other with cultural, educational and environmental incentives. Their active involvement in the ongoing projects as well as the training offered by the National Civil Service allows them to acquire skills and tools which could be useful even in the labour market, as well as they could enrich their sense of citizenship and solidarity³⁷.

³⁵ Megahub. <http://www.megahub.it/> /31.08.2018/

³⁶ Porto Burci. www.portoburci.it /30.08.2018/

³⁷ Ibid.

ENAIP: Born in 1951, ENAIP Veneto is a social enterprise operating in the vocational training field. Providing its services to about 4.500 pupils and 2.200 adults every year, it is one of the main organizations operating in the VET sector in Italy, both at a regional and national level. ENAIP VENETO I.S.'s mission is to enhance professional development and social integration through work, the growth of local economies and labour organizations. Our organization is present locally with its 20 training centres and 320 permanent employees, as well as internationally, as a member of EVTA (European Vocational Education and Training Association) and of EVBB (Europäische Verband Beruflicher Bildungsträger), two of the main networks operating on the VET field. Since 2017, we are also members of ALDA. Together with ENAIP Piemonte, ENAIP Lombardia, ENAIP Friuli Venezia Giulia and ENAIP Emilia Romagna, ENAIP VENETO I.S. is also part of ENAIP NET, a consortium dealing with the development of national and transnational cooperation, innovation, research and improvement of good practices in the vocational training sector. Within this network, ENAIP VENETO I.S. is in charge of the international project development team. In collaboration with regional, national, European and overseas partners, ENAIP Veneto fosters the implementation of youth development programmes, advocating further cooperation in the VET field and sharing its skills and a ten years' extensive expertise. ENAIP Veneto is a firm believer in the development of mobility activities within the education and training systems, as well as in professional settings, to promote the employability of young, unemployed or unskilled people. Through the management of national, international and EU projects, ENAIP promotes regular contacts/visits between partners and VET Students. ENAIP hosts and sends hundreds of students, young, staff and experts abroad every year, thus contributing to create not only an innovation – and employment – friendly environment, but also a more inclusive one. Youth and NEETs can also benefit from international apprenticeships periods and professional mobility projects organized by ENAIP Veneto within the European Youth Guarantee programme. More specifically, during the years 2014-2016, ENAIP Veneto has trained over 2,000 NEET students (75% males and 25% females) and has participated in various Youth Guarantee projects. Within this programme, ENAIP was involved in the "Network for European Mobility", which organized and supported the implementation of international mobility opportunities for NEETs. At international level we are also partner of

the Interreg Central Europe Project CERlecon (CENTRAL EUROPE Regional Innovation Ecosystems Network - CE119 - (www.interreg-central.eu)). CERlecon aims to promote an entrepreneurial culture, so that more and more young people can be inspired to become entrepreneurs themselves, having the opportunity to build their businesses³⁸.

Progetto Giovani – Municipality of Padua is an office belonging to the Municipality of Padua that offers services to young people between 15 and 25 years old. The main services are the youth information center (Informagiovani office), the CV helpdesk, the tandem learning service, the Eurodesk point, the support to young artists and the realization and promotion of European projects for youth mobility. Progetto Giovani carries out activities which aim to promote the youth employment. To reach this task, the office organizes meetings and workshops about the active job-seeking in Internet and through public and private bodies (such as the local job center, employment agencies, training agencies and the university). Progetto Giovani works with the social services to provide information and offer a guidance service for the students of the local high schools and for the young NEET.³⁹

Eduforma is a VET provider, accredited in Veneto Region for Long Life Learning and labour services, managing YOUTH GUARANTEE Projects in Veneto region. Following is sharing experience and best practices developed during the Youth Guarantee programme by Eduforma:

- First lesson learnt to apply for Youth Guarantee calls is to study and analyze as better as possible, the needs of local stakeholders; often for employers is not easy to find the expected HR profile in the labour market. Youth Guarantee projects are training projects for youngsters that are not in training, not in working and not in studying; this is the reason why it would be crucial to know, as better as possible, which are the needs of local employers, what they expect for a trained youngsters and which type of HR profile they need for its own company.
- On the employers need basis, the second steps to guarantee a quality implementing of a Youth Guarantee project and programme would be the

³⁸ ENAIP. www.enaip.veneto.it /31.08.2018/

³⁹ Progetto Giovani. <http://www.progettogiovani.pd.it/> /31.08.2018/

involvement of the employers in the training project as "project partners". This step it would be crucial to guarantee the implementation of the apprenticeship/internship programme, once the training period is finished. The normal implementation of a Youth Guarantee projects in fact, would start with a training programme for youngsters in a field of interest for the partners (employers) that, after the end of the training Programme, (provided by the VETs - compulsory accredited by the Veneto Region for Lifelong Learning interventions, as well as for Guidance Services and Labour), will be involved in hosting the youngsters in an internship/apprenticeship Programme.

- Third step is a quality in selection of the young candidates. Based on our experience, Eduforma keep a special attention to the selection of youngsters' profiles. It is not important that youngsters have a profile in line with what the employers expect. In fact, if youngsters have the perfect profile employers need, they don't need a training programme and maybe they can find job without problems. But the logic of the training project starts for the fact that there is not correspondence between what the employers search (they don't find the perfect HR profile in the labour market), what the youngsters are looking for (what are the youngsters expectative), and the transversal skills youngsters can show. For example, if a Youth Guarantee training project is focused on "web marketing development", as the employers (partners) need this type of HR profile (that cannot find in the local labour market), it would be crucial to select at least youngsters' with the appropriate transversal skills for this position.
- Fourth step is the quality choosing of the Trainers. This is part of crucial steps to guarantee a real transmission of knowledges to the youngsters.
- Finally, take advantage of Italian legislation on recruiting young people in apprenticeship. The Italian legislation, in fact, guarantees economic facilitations and incentives for employers that employs youngsters in apprenticeship. Eduforma has trained at least 400 youngsters participating in "Youth Guarantee" Programme through its own training courses. Eduforma has involved at least 300 employers as partners in its YG projects. Employers have hosted the trained youngsters. Results: the 10-12% of youngsters involved in our training projects

are now working and have found fix job in the project employers' partners companies⁴⁰.

Città dei Mestieri e delle Professioni di Treviso - Cité des Métiers is a place managed by Veneto Region - Veneto Lavoro, in partnership with different stakeholder organizations, open to anyone is searching for information to build one's professional future, according to principles of open access, free of charge and anonymous use. "Città dei Mestieri e delle Professioni di Treviso" offers workshops, group information sessions, and events specifically dedicated to young people, to inform, guide and advise them in their process to enter the labour market. Città dei Mestieri has realized a project called *Trevisorienta*, which has provided special opportunities to adolescents in addition to all the typical vocational guidance services (acceptance, guidance, passage between different educational channels and the monitoring of drop outs). Thanks to this project many traineeships have been organized (providing 300 hours of training within a company). The main objective of this project is to introduce adolescents into the labour market, providing them with valuable work experience and allowing them to know how the companies is organized and works.⁴¹

Sumo Società Cooperativa Sociale (Sumo Social Cooperative) is a group of different people working together to reach many goals. We work with the European Social Fund handled by Regione Veneto and we run projects for unemployed people. We meet unemployed people and we search a company for them. We offer a period of internship and incentives for recruitment. We follow them during all the period of internship. Personal consultants are also available to create a plan for their future (starting a new job, building a business, changing job...). Sumo works a lot also with children and youngsters. In Venice we have a space called "Lab Altobello" where there is a nursery on the 1st floor and a coworking space for parents on the 2nd floor. For youngsters, Sumo runs "Youth Guarantee projects". Sumo makes a proposal together

⁴⁰ Eduforma. www.eduforma.it /30.08.2018/

⁴¹ Città dei Mestieri e delle Professioni di Treviso - Cité des Métiers. <http://www.cittadeimestieri.treviso.it/> /31.08.2018/

with other partners to Regione Veneto and then handle the activities, professional courses internships and personal career coaching.⁴²

Il Mosaico is a social cooperative operating since 1992 in the province of Vicenza (Veneto Region) and in the neighboring territories; the organization is composed of professionals who promote change processes through a multidisciplinary approach and which, in this period, has helped to transform the concepts of youth policies and community development into practice. The proposed activities are aimed at bridging the major contemporary social issues: those of the welfare state system, the labour market, life cycles and territorial communities. In collaboration with the Prisma Consortium, "Il Mosaico" manages the Informagiovani office of the Vicenza city providing youth services as well as a physical space in which information is collected and disseminated. The "Informagiovani help desk" helps the young citizens who asks for information; the reference operative model used is the relational-educational model: information is not just an answer to a question, but an educational process that accompanies young people to be autonomous. The service is aimed at: individuals, groups, youth associations, institutions, schools and the network of those who deal with young people. Guarantee projects".⁴³

Associazione Culturale (Cultural Association) Khorakhanè was born ten years ago in Abano Terme city; founded by a group of youngsters united by a strong bond of friendship and by the desire to organize events and cultural initiatives and social gathering. From the beginning the idea was to propose initiatives and opportunities through which young people can stake their talents, skills and abilities working and learning together. In recent years the association has grown not only in the number of participants - today about 50 young people between the ages of 20 and 30 - but also in social and cultural impact it has in the Veneto region. The association is non-party, non-denominational and non-profit-making. The themes we deal with: the promotion of art, music and culture in all its forms, the active participation of young people in public life, the diffusion of new lifestyles, consumption and production, the promotion of

⁴² Sumo Società Cooperativa Sociale. <http://www.sumonline.it/> /31.08.2018/

⁴³ Il Mosaico. <http://www.ilmosaico.info/> /31.08.2018/

intercultural knowledge, environmental protection, active citizenship, social integration, protection of human rights.⁴⁴

The “Youth Project” of the City of Monselice. Progetto Giovani is the Office of the municipality of Monselice dedicated to young people to promote its leadership and active citizenship by offering technical support, space, equipment and funding for the implementation of projects and activities in collaboration with youth groups and associations. The Office works by supporting local youth associations and encouraging young people to participate and propose activities and projects with a view to active participation in their territory. Over the years the “Progetto Giovani” has promoted a local call for the development of project ideas by young people, allocating public funding for the realization of these proposals and supporting the creation of youth associations. The activities, in last few years, concern the promotion of youth volunteer work as well as the training for the development of young people's skills, linked to the narration of the territory and the generation of ideas for local cultural and educational development⁴⁵.

4. Portugal

EPI – Escola Profissional de Imagem (Professional Image School)

Founded 1993, EPI provide double certification for young people compulsory school 12th year in Education and a PROFESSIONAL CERTIFICATION in creative areas. From the beginning it has developed its pedagogical methodologies, which differentiated it from the rest of the offer for the openness to innovation, creativity and responsibility, is nowadays one of the best alternatives among the vocational pathways of secondary education in the area of image, sound, communication, production and artistic.

A diversified formative offer, that interconnects with each other, affirms itself as the only specialist school in these areas of training where knowledge and skills cross in

⁴⁴ Associazione Culturale Khorakhanè. <http://www.khorakhanet.it/> /31.08.2018/

⁴⁵ Progetto Giovani. <http://www.monselicegiovani.it/> /31.08.2018/

multidisciplinary teams for the realization of real and professional projects. It is a specialized and regional school.

The teaching areas of EPI require a culture and project methodology that underlies its pedagogical orientation. Teaching through doing and discovering is essential for the growth of processes and learning through error.⁴⁶

Seagency – fábrica do empreendedor – Agência dos empreendedores sociais (Entrepreneur Factory - Social Entrepreneurs Agency)

The Entrepreneur Factory is a space of support in the areas of employment, training/qualification, creation of business, promotion of entrepreneurial skills, community intervention projects and territorial animation aimed at promoting sustainable communities. It integrates the following activities: **+ Entrepreneur** - Integrated and qualified response to the creation and consolidation of micro-enterprises with social technology adjusted to specific groups, promoting the emergence of start-ups and microeconomic fabric, from the endogenous resources of the territory. **+ Employment** - Training for the labour market through the methodology of Personal Branding, taking into account the recruitment needs of companies. **+ Micro initiatives Incubation** - Incubation of micro-enterprises and some informal businesses in the formalization phase: space sharing, business consulting, dissemination, networking, 'giving of the cooperative'. **In Place** - Territorial animation strategy, through the reinforcement of networking aiming at the profitability of endogenous resources and the co-construction of local responses, with the objective of creating sustainable local solutions that promote individual, institutional and community empowerment.⁴⁷

Forum Estudante / IPAV (Student Forum) – Is an editorial project where Young people and Education providers and Enterprisers from public and private can share information about Schools, Vocation Education Training, Universities and internships and placements employment.⁴⁸

⁴⁶ Escola Proffesional de Imagem. www.epi.edu.pt/welcome/01.10.2018/

⁴⁷ Agencia de Empreendedores Sociais. www.seagency.org/fabrica-empreendedor/01.10.2018/

⁴⁸ Forum Estudante. <http://forum.pt/ /01.10.2018/>

AMRT - Associação para a Mudança e Representação Transcultural (Association for Change and Cross-cultural Representation) - AMTR aims to support children and young people; family support; support for social and community integration; the protection of the specific rights and interests of immigrants and their descendants resident in Portugal; preventing and combating racism and xenophobia; promotion of citizenship and equality of gender, ethnicity, language, territories of origin, religion, political and ideological conviction, education, economic situation and / or social condition. The AMRT Professional Insertion Office (GIP) "Challenging the Future" integrated in the GIP's network of the Institute of Employment and Vocational Training (IEFP), provides support to unemployed youth and adults in their path of insertion or reintegration into the job.

Thus, several follow-ups were carried out throughout the year, in terms of curriculum development, job search, ad repayment, and referral to training. The AMRT is recognized as a Training Centre at the Basketball children and young people using that to prevent the early drop out of school for children and youngsters.⁴⁹

Campolide Soma e Segue e6g (Campolide Sum and follow e6g)

Since 1 March 2016 the population of Campolide has a new community action project aimed at the younger population. The Project promotes the social inclusion of children and young people from the territories of Lisbon districts of Serafina and Liberdade, creating spaces of belonging, community interaction and conditions for qualification and integration in working life and in the labour market.

Among other activities ludic-pedagogical we share fun times in these lively afternoons with free access to the Internet, games and workshops of recycling and cooking.⁵⁰

ACMJ - Associação Cultural Moinho da Juventude

Cultural Youth Windmill Association - The ACMJ is located in an underserved community between. Was established in the early 80's by residents and grew looking for solutions to fulfil their needs and solve the overall community problems in the social,

⁴⁹ Associação para a Mudança e Representação Transcultural. <http://www.amrtranscultural.org/>
/01.10.2018/

⁵⁰ CampolideSoma&Segue E6G. www.facebook.com/campolidesomaeseguee6g//01.10.2018/

cultural and economic areas. Since its foundation the aim of the Association was the empowerment of the community.

Activities: Socio-educational – Trainings, Sociocultural and sports – cultural events expressing the cultural roots from their origin countries, Socio professional / economic – Labour market access and qualifications, Socio- juridical - to obtain the legal papers for the undocumented⁵¹.

CPR – Centro Português para os Refugiados

Portuguese Council of Refugees - The CPR activity plan for a Reception of refugees is based on the follow steps, the reception and local integration of applicants and beneficiaries of international protection, needs assessment included special vulnerabilities, Integrated counselling, life project, integration in the labour market and accreditation of skills, Socio-cultural activities including leisure times and Portuguese courses, Permanent evaluation of intervention objectives and strategies.

Among the main areas the employment and vocational training service helps in the job search process. In addition to the support in preparing the CVs, cover letter and in preparation for selection interviews, this office identifies job vacancies, marks interviews, analyses needs in terms of vocational training, directing users to the most appropriate offers.⁵²

Qualifica (Amadora Centre)

The Qualifica Program is an adult qualification program aimed at improving the levels of education and training of adults, contributing to the improvement of the levels of qualification of the population and the improvement of the employability of the individuals. The Qualifica Program is based on a qualification strategy that integrates educational and training responses and diverse instruments that promote the effective qualification of adults and that involves a wide network of operators.⁵³

⁵¹ Associacao Cultural Moinho da Juventude. www.moinhodajuventude.pt /01.10.2018/

⁵² Conselho Portugues para os refugiados. www.cpr.pt /01.10.2018/

⁵³ Programa Gualifica. www.qualifica.gov.pt/#/ /01.10.2018/

My Machine – Basic school of Óbidos (10-15 years old)

MyMachine, is a project that aims to promote creativity in Education. The basic idea of the project is simple: to work creativity and innovation in education, enabling students with the skills to intervene in the context in which they are inserted, to think the territory, to clearly define a problem or need that they identify, give them tools so they can solve this problem / need.

The methodology is equally simple and is divided into three stages: idea, design and construction of the prototype. It is a unique project because it involves students from basic education to university education, allowing children to concretize their ideas through the construction of their "machines" (thought in the "Idea" phase). The children's creativity and their simple way of looking at the world are combined with the knowledge and technological capacity of higher education institutions and technology-based companies.⁵⁴

Parque Tecnológico de Óbidos - Dcode Robótica

Nowadays, know how to program, understand how a robot works, create an automation, are fundamental skills and are fun to learn. The technology park has created an academy that teaches all this and much more to children and young people from six to 18 years. Teaching Programming and Robotics project, the academy of CODE is coordinated by Óbidos Parque - Parque Tecnológico de Óbidos and by the municipality of Óbidos, in partnership with the Josefa de Óbidos School Group.⁵⁵

7. Discussions and conclusions of international study visits and seminars

As Learning Teaching Training Activities within Erasmus+ Strategic Partnership project „Community Guarantee,“ youth workers study visits were be implemented to get to know different models that are used in work with young people not in education,

⁵⁴ Agrupamento de Escolas Josefa de Óbidos. <http://escoladobidos.com/mymachine//01.10.2018/>

⁵⁵ Parque Tecnológico de Óbidos. www.pt-obidos.com/pt/decode-academia-de-programacao-e-robotica./01.10.2018/

employment or training in partner countries- Iceland, Estonia, Portugal and Italy. The aim of the study visits was to discover, gather inspiration and insights, identify user needs, analyse the situation and map initial ideas for improved services. Study visits helped to understand different contexts, viewpoints and solutions and provided a chance to learn from different experiences and practices.

Study visit included visits to different institutions working with NEET-youngsters, meeting with professional representatives of different institutions, having common discussions about the services, analysing strong and weak points of current services.

7. 1 Estonia

20 specialists in total from Iceland, Portugal, Italy and Estonia participated in the study visit that took place from January 24th to January 30th2018 in Tartu, Estonia. The aim on the study visit was to introduce the Estonian practices of youth work and services offered for young people not in education, employment or training (NEET), or at risk. Participants gained general overview about youth work management in Estonia and in Tartu city when meeting representatives from the Ministry of Education and Research and Tartu Youth Service. The visit continued to Tartu Vocational Education Centre to discuss the support for NEET-youth or youth in the risk of becoming NEET in the vocational education institution. Participants visited career counseling centre Rajaleidja, career and Töötukassa employment services and heard about opportunities and programs for young people. Different youth centres located in Tartu introduced their activities, participants visited an entrepreneurship focused municipal youth centre Spark and NGO youth centre Aeg-Ruum and their mobile youth work bus. Study visit participants gained a practical experience of detached youth work during a workshop and heard about street youth work in Tartu. Another hands-on experience awaited participants in Merkuur metal and wood workshop on wheels, that is a mobile lab travelling around Estonia with the purpose of introducing young people the different professions, work practices, and tools of the metal and wood sector. Daytrip to Viljandi was planned to show the participants the University of Tartu Viljandi Culture Academy as one of the professional educational institutions educating youth workers. Additionally,

Viljandi open youth centre was visited to get the study visit participants acquainted with Youth Prop-Up programme.

Study visit participants used worksheets to take notes during the visits. The participants feedback from these worksheets presents strong and weak points and the best practices from each visit. Below are some characteristics of the organisations visited during the study visits, underlined by the participants.

The feedback of participants proved that Estonia can be proud of consistent youth policy and clear framework implemented throughout the country, cooperation between different providers in youth work and success in engaging grassroot level, therefore diverse opportunities can be offered for young people.

As a weakness the dependence of European Funds was pointed out. Youth work in many aspects is project based, participants saw the need for a more consistent funding to avoid uncertainty in terms of future. Additionally, there is a need for more employed specialists in several places, to ensure the ability to provide individual approach.

In Tartu Vocational Education Centre, the study visit participants saw the existence of support staff and their inspiring way of thinking as a strength, as well as the practice of networking with local authorities and interviewing students who drop out to understand the reasons behind. Vocational education in Tartu gives concrete practical experiences and school does career counseling cooperation with other organisations that enables the students' employability in the future. As a weakness, the lack of support personnel and separate classes for special education needs students was mentioned.

Rajaleidja career counseling centre was seen to be active cooperating with other institutions, going to schools to meet students and providing diverse and free of charge opportunities, including study tours to enterprises and institutions, career days in schools, individual conversations and using career orientation games.

Töötukassa career services presented some preventive measures, diversity of services and good networking with other organisations. Study visit participants valued school projects to increase interest in different professions and other opportunities, as well as

the fact that services are free and available to all people. As a downside, the number of specialist working was not seen sufficient to serve large numbers of clients.

Detached youth work service provides young people the opportunity for making helpful relationships with professionals in their own habitat. The service involving collaboration with police and local authorities and combining different ways of working with youth, including the civic engagement and individual case work, was said to be well developed. All different elements of the work prove to work well together, the participants mentioned the availability of the service almost throughout the whole week as a strong point.

The study visit took participants to youth centres, where the spaces for young people to be the co-creators of their opportunities were presented. Proximity to the centre, dedicated staff, open access, diversity of activities, empowering approach and enabling creativity were some of the strong points of the youth centres mentioned by the participants. The lack of access for people with physical mobility restrictions and financial uncertainty were seen as the weaknesses.

Merkuur mobile lab, the metal and wood workshop on wheels was appreciated as a way to introduce young people these materials and professions in a practical way in every corner of the country. The possibility to try out professional machinery and the interactive approach were pointed out as strengths of the service.

Good facilities, diversity of available study programmes and practice-oriented curricula mixing technical and soft skills were mentioned as the strong points of the University of Tartu Viljandi Culture Academy. Estonia in general is a good example in Europe when it comes to the professional preparation of youth workers. Specialist working with young people presented professionalism and dedication towards their work in all the places visited.

7.2 Iceland

The main points of the study visit to Iceland was to visit the key NEET projects in Iceland, meet the people involved in the best practice in working with young people in

the system, in the Youth clubs and get an insight into the experience of the professionals that work with NEET youngsters. With the overview of the situation, structure and the participants feedback worksheets we are able to see the strong and weak points of each project.

The feedback from participants after the study visit where positive on many aspects of the different projects, organizations and institutions working with NEET youngsters which provide young people with professional assistance with employment searches and staff engagements, financial assistance. One of our strengths is how small Iceland population is, the short communication channels, how quick we can react and intervene. It is important that the young people receive personalized service and improve and add more study programs in the Icelandic education systems, with less of academic requirements.

Adding more resources for the young people is very important specially those who abuse drugs. The professionals feel that the government need to think long-term and ensure enough funding. With the support and cooperation of the Government and other organizations we need to develop our projects and hold onto the professional workers. The weakness is the lack of research, short project time, statistics of NEET, dropouts and young people in the age of 16-18 years-old. We need more follow up on all the projects and we need to put in more effort towards addicts and young people with mental illnesses. In Iceland we focus on the NEET age of youngsters aged 18-25.

The participants visited the main projects during the study visit. Here a short overview on the ongoing projects that were started, organized to help NEET youngsters in Iceland:

Directorate of Labour: Some of the NEET experts at the Directorate of Labour also actively participated in the Community Guarantee project. They for example have the overall responsibility for public labour exchanges and handles day-to-day operations of the Unemployment Fund and registration of job-seekers. With eight regional offices around the country they can help job seekers and NEET youngsters.

Work related studies: This project is aimed at kids 15 and 16 years old, in 9th and 10th grade in elementary school. This is for students who have for multiple reasons been set back in their studies. They get work inside the schools and get paid for their work,

alongside continuing their studies. This helps them feel needed, gives them experience and self-confidence.

Employment Square in Reykjavík: This project was originally for 16-24-year old but in 2013 they changed it to 16-29-year old. Their aim is threefold. One is to activate those in search for a job with priority of those getting financial assistance from the city. The second is to increase cooperation between Reykjavík city and the Unemployment Offices in service to those who are seeking jobs. The third is to increase activity with those who are NEET and aren't getting financial assistance from the city. In 2013 52% of participants got in temporary or permanent activities while 11% dropped out of the project.

Fjölsmiðjan (vocational training workshop): Was started in 2001 and gets its original idea from production schools in Denmark. It is for 16-24-year-old NEETs. It is a job center where the youngsters can learn skills and earn pay and prepares them for the job market or for continuing studies. They aim to reinforce self-image, self-respect, social skills and community skills. Their goal is to give them a personalized service and give counselling to those who seek it. This project has not been researched or evaluated so we don't know for sure exactly how effective it is.

Work power: This project is for 16-18-year-old NEETs. Their goal is for the youngsters to learn how to change their own behavior, thoughts, communications and learn new skills along with empowering their self-confidence and inform them about education, jobs and training. It's combined of education and training. The training part is 335 class hours where the youngsters learn about arts and crafts, self-empowerment and information about education and jobs available. The youngsters get paid for their participation. This project has not been researched or evaluated so we don't know for sure exactly how effective it is.

Vitamin: This is a project by Hitt Húsið, a youth center. Their goal is to enable and empower NEETs from 18-25 years old along with helping them find their own strengths and interests. They also try to help them find what direction they want to go in and encourage them to explore more than one way to go where they want to go. They do this by enabling creative thinking, goal-oriented training, cooperation, financial

education and information about seeking employment. This project has not been researched or evaluated so we don't know for sure exactly how effective it is.

Virkið: Is a cooperation between 14 sections and institutions in Akureyri and Eyjafjörður. All those involved work with NEED youth in one way or another, a youth club, unemployment office, Fjölsmiðjan, health institute, the hospital, social service, various schools, the police and more. All partners have a written contract which talks about working together, to make it easier for the individual to find a solution to the problem.

Molinn: This youth house in Kópavogur began its activities formally in May 2008. The goal of Molinn is to provide a platform for cultural events and growth, where young people can both make new arrangements for artistic creation and promote, in the field of visual arts, music or art.

Molinn offers young people a positive social environment. The house has wireless internet access and guests can use computers. You can buy coffee and at the Molakaffi coffee shop at a low price, browse magazines and play pool, watch TV or tune the guitar in a good friends' group. Molinn staff helps to establish a relationship with a professional if requested.

Hugarafli – Mindpower: Was founded in June 2003 by an occupational therapist with extensive experience of mental health and 4 recovery users. The group was well-known and had previously worked together in other areas and knew that he had a lot to do with the issues. Therefore, it was decided to assemble strings and start meeting in the Laugardal Botanical Garden where ideas came to fruition and became reality.

The Association Hugarafli offers support, which is based on promoting mental health and opportunities in everyday life. Anyone who collapses or requests support, acquires the professional support and knowledge of psychologists, and it can become commonplace in the recovery process.

Unghugar is a group of young people founded on 24 August 2009. The purpose of establishing Unghugar was to meet the needs of young people who have experienced mental disorders or other difficulties. It is quite common to experience social isolation after struggling with mental illness and it is difficult to get back to life. Some users are struggling with their illnesses and others are on a recovery path while others have managed to continue their studies or work during illness.

Námsflokkar Reykjavíkur: One the oldest adult education institute in Iceland, established in 1939. Its current director is Iðunn Antonsdóttir. Their role is to pursue adult education and enforce the social education policy of the city. Their primary aim is to work with adults, especially those who have the lowest formal education. It is done in many ways, such as with education and vocational counselling, special education in reading and writing, elementary education for people over the age of 16 years, pre-primary education and a variety of longer and shorter educational programs, most of which are worked in collaboration with others. The policy of the Educational Groups is to cooperate with other institutions of the City of Reykjavík, other educational institutions and neighboring municipalities.

Educational groups will encourage people to enhance their education and help find suitable programs. The staff of the Educational Courses will readily provide information on the programs that are available to adults in the Reykjavík region.

7.3 Italy

One of study visit aims was to understand how each organization visited have defined a best practice in working with youngsters. In each study visit, participants have seen how the organizations structure and people involved works in practices and dynamics environment that allow to improve that best practices.

We have received several and different feedback from the study visit participants. In every case, feedbacks underlined a positive experience, sometimes going with some constructive critique. The main positive aspects highlighted, concern the fact that in each organization visited, young NEETs had the possibility to undertake a free training course. The structures of the training paths were also particularly appreciated. Moreover, one of the main gap in the NEETS situation is the lack of information. Through guidance actions, several organizations visited provide young people with information on how improve their professional profile (CV structure, channels for job search, LinkedIn profile) as well as carrying out an analysis of training needs in line with the desired profession youngsters would like to undertake, in order to better understand

which training path is best suitable for them. The services concerning job placement was also highly appreciated.

Among the weaknesses, the one most reported concerns the users. There was a strong difficulty in identifying young NEETs interested in following this type of pathway. From this information we can therefore understand that there is a great work to do on communication, by the organizations promoting this type of paths. Communication will not only have to reach every user but will have to earn the trust of the young NEETs, making them understandable the importance in having a free opportunity for reskilling themselves to have the good opportunities in job placement. Furthermore, for some organization visited, problems have been highlighted regarding the location, sometimes difficult to reach or, in any case, outside the main production areas. This situation can certainly be a problem, but it is a characteristic that is absolutely in line with the results and objectives this project would like to reach and that are related with the "Youth Guarantee" target problems. Those youngsters, often, live in rural areas.

Among the best practices in visiting Italian organisations, the particular attention of the human capital and the orientation towards technological innovation were much appreciated. In particular, analysing the data, it shows that these two characteristics allow the fulfilment of two objectives of the Youth Guarantee programme. The attention to human capital allows to fully develop the potential of youngsters, regardless of their working curriculum. The technological innovation aspect, instead, allows to reach the rural youngsters, living far from the production centers, by introducing them in the job market even if they have basic computer skills, necessary to be able to be applied on it. Here below, some characteristics of the organisations visited during the study visits, underlined by the participants:

Veneto Region: as managing authority of Youth guarantee programme, was really appreciated the structure of the training courses provided by the institutions through "Youth Guarantee" programme. In particular, the possibility of using dynamic and stimulating training modalities such as boot camps. Furthermore, the role of the Region as auditor of the quality of traineeships provide by "Youth Guarantee" programme, in terms of tasks and remuneration, is also mentioned.

H-FARM: among the best practices of H-Farm, attention is paid to soft skills, technological innovation and an international vision of the world of work. In particular, it is mentioned the possibility for children to participate in campus that aim to integrate traditional scholastic teachings with innovation.

MEGAHUB - FabLab e Coworking: Megahub has been appreciated for its ability to combine tradition and innovation with harmony. In addition, the attention to the environment of this organization, which succeeds in structuring sustainable courses, recycling materials used, etc., was also an interesting service mentioned by study visit's participants.

Progetto Giovani – Municipality of Padua: Promotes peace values and no violence among youngsters. Furthermore, promotes the National Civil Service as education path to active citizenship.

Enaip and Eduforma: provide free training services for youngsters with the possibility of job placement through internships. Moreover, through the guidance, allow NEETs to get know their training needs. Both are accredited in Veneto Region for the implementation of "Youth Guarantee" training paths.

Città dei Mestieri e delle Professioni di Treviso - Cité des Métiers: the actions related to communication have been much appreciated. It allows to promote the training activities proposed in the Veneto Region area. In addition, the "Spazio Giovani" initiative, which provides NEET with a necessary reference contact point to guide them in choosing among the various job offers.

Sumo Società Cooperativa Sociale (Sumo Social Cooperative): In addition to the aspects related to training and job placement, Sumo has a space called "Lab Altobello" where there is a nursery on the 1st floor and a coworking space for parents on the 2nd floor, thus allowing to combine the family and working commitments.

Il Mosaico: Il Mosaico" manages the Informagiovani office of the Vicenza city, providing youth services as well as a physical space in which information is collected and disseminated.

Associazione Culturale Khorakhanè: promotion of art, music and culture in all its forms, the active participation of young people in public life, the diffusion of new lifestyles,

consumption and production, the promotion of intercultural knowledge, environmental protection, active citizenship, social integration, protection of human rights.

The "Youth Project" of the City of Monselice. Progetto Giovani: offering technical support, space, equipment and funding for the implementation of projects and activities in collaboration with youth groups and associations.

Porto Burci: a meeting point where cultural and social actions are conceived. Porto Burci offer training and cultural enrichment occasions involving youngsters.

7.4 Portugal

The main points of the study visit to Portugal when reading the weak and strong points of each project visited and highlighted by the participants on the worksheets, allowed to propose some criteria/examples of good practices versus type of NEET that we target. Based on that analyse we propose the following criteria and activities.

Criteria / examples of Good Practices vs. Type of NEET

1) NEET's in Social Exclusion

Street Work

Community work

Marketing / accessibility campaigns Motivation

Vocation Training

No formal Education

Acquisition of Skills and Competencies

2) NEETs with low schooling (without compulsory school achieved)

Vocational orientation

Vocational Training vs Integration Labour Market (eg Professional Schools and Training Centers or Innovative formal Education approach as MyMachine project) Occupation (Leisure)

Motivation

Integration

Soft Skills Development

Development of hardSkills

3. NEET's with high level of education / academic qualifications

First job search Entrepreneurship

Motivation

Prevention: Skills development.

Alternative education Art

Project management Soft Skills

Integration between education and the labour market Supply / demand adequacy

That types and methodologies and tools could be the starting topics for services and professionals to go further in discoveries and discussions about NEET projects.

7.5 Discussions and conclusions of international seminar

International seminar was implemented in Estonia from 17th of September- 23rd of September 2018 as a follow-up to the study visits in project partner countries.

International seminar was organized to gather the knowledge and experiences from all the different study visits and practices of specialists working with NEET-youth. The aim of the seminar was to collectively create a model for an efficient support service for NEET-youth.

During the seminar, the participants looked back to what was done and learned during the international study visits in Iceland, Estonia, Portugal and Italy and analysed the knowledge, information and good practices from each partner country when working on the compilation of an effective support service model for NEET-youth. During the seminar, participants met young people to collect their feedback and opinion about the planned support service, analysed the point of view of different stakeholders and had thorough discussions based on their working experiences in the field. The developed model for an efficient support service for NEET-youth can be found in this publication.

8. Summary of the specialists' training needs

7. 8.1 Estonia

Based on the results of questionnaire in Estonia it can be brought out that specialist who works with NEET youngsters is a between 21 and 40-year old woman with a higher education and working in the public sector and who has been working in the field for at least three years. The specialist works at full-time. Mostly work with NEET youngsters are connected to a specific program and takes up to 50% of specialists' workload. Specialists take part in trainings at least once in half a year. Their main target group is the unemployed young people. A large proportion of young people with whom professionals work are in the countryside, one-third of the professionals also work with juvenile offenders.

In supporting NEET youngsters, the most intensive cooperation is between the following institutions: educational institutions, Unemployment Agency, specialist of local municipalities, Youth Prop-Up program, youth centers and Rajaleidja.

Specialist working with NEET youngsters has good communication, motivation and listening skills. She has good analytical, planning, performance and expressional skills. She is familiar with laws, administration and document management and also has knowledge of process management. Specialist has professional knowledge in psychology, career development and youth work. Specialist treats youngsters like equal partners, she is tolerant and has no prejudices.

In addition to the courses organized, the knowledge and skills acquired through the experience learning method are also important for the specialists. Experiential learning is peer to peer learning, covision, job shadowing and work-monitoring activities.

The NEET youth specialist today needs the most trainings to work with young people with addictive disorders, young people with physical and intellectual disabilities, young offenders or young people who are injuring themselves. Additionally, in work with NEET youngsters and other people around youngsters, there is a need of knowledge of acting, counseling and motivating in a conflict situation.

In order to organize their work better, it is necessary to improve foreign language skills, ability to write projects, performance and expressional skills. In general knowledge there is need to increase legislative, financial and economic knowledge. In specific knowledge, it is necessary to strengthen knowledge in psychology, including developmental psychology, also knowledge of the principles of career development.

8. 8.2 Iceland

In Iceland Samfés had 29 responses to the questionnaire from specialists working with and providing services for NEET and youngsters. According to the results our specialist is a woman aged 21-40 with a Bachelors' or Masters' degree. Has been in the field for 4-10 years in the public service and did participate in a professional training within the past 6 months. She is a full-time employee and 25% of her workday is connected to NEET-youth.

Looking into the main target group which the specialists are working with we find that 41% work with 18+, 34% with 12-17 years old and 24% with both age groups. Most common issues where, unemployment, quitting school, addicts, self-harm and domestic problems.

Results show that most usual partners in working with NEETs are social services, child protective services, schools, police and directory of labour.

Additional training needed

Icelandic specialists need additional training for these groups: addicts (alcohol, narcotic substances...) (65%), people who have quit school (45%), young people who self-harm (41%), young offenders and (38%) and young people aged 18+ (38%). Other groups often mentioned: computer addiction, young people with physical or intellectual disabilities and young immigrants and refugees.

Working with young people:

Additional knowledge or skills needed for people when working with youngsters are so called 'soft' skills: communication (55%), ability to motivate (41%), knowledge of acting in conflict situation (31%) and listening skills.

Individual work:

For individual work our respondents lack more technical skills: project writing (41%), analytical skills (34%), performance and self-expression skills (34%), administrative skills and ability to spread information (24%).

General knowledge:

Additional general knowledge or skills needed: legislation (45%), financial and accounting knowledge (28%), leadership skills (28%) and document management.

Specific knowledge:

Additional knowledge or skills needed: social work (38%), youth work (31%), psychology and teaching (24%).

Attitudes:

Most important attitudes to have when working with NEETs in Iceland are: tolerance (76%), young people as equal partner (69%), optimism (59%), flexibility and a positive worldview (52%)

Forms of individual development:

72% of the specialists chose seminars and courses as the most suitable form of training, information days (45%), learning from experience (38%), degree course (31%) and 28% choose to learn from colleagues.

9. 8.3 Italy

In Italy, Eduforma has conducted a strong dissemination of the questionnaire for specialists targeted to stakeholders, furthers VETs, Public authorities and other organization working and providing services for NEETs and youngsters. To do this, Eduforma has involved as many organizations as possible. We had 111 responses to the questionnaire and, in this document, we are going to analyze the data provided by the specialists. The result of questionnaire shows that 2/3 of the specialists have filled the questionnaire are women so, we can say that women are the most gender working in this field statistically.

Most specialists are aged between 21-40 years. Regarding the level of specialists' education, most part, around the 75%, have a bachelor or master's Degree, that it's the normality in working with NEETs. Moreover, around the 72% of the specialists have declare that they have a Diploma relevant for the NEETs sector and around the 28 %

have taken pre-requisite courses to work in this sector. The 47% of the specialist having filled the questionnaire are working in a Private organization providing services for the youngsters (as VET, Employment agencies, cooperative). Most part of specialists works from 4 to 10 years in the field (40 specialists). 33 Specialists are working in the field up to 3 years and 23 over than 16 years. It seems that the around 66% of the specialists are new comers in the field, at least less than 10 years' experience. Moreover, 30% of specialists have participated in a professional training/course/degree within the last 6 months and, on the contrary, the 24% have participated in a training over 3 years ago. Only the 32% of the specialists are working in a specific social programme. The 64% of them works on "Youth Guarantee" and on ESF projects.

Entering more in the questionnaire responses, regarding the main target group which the specialists are working, the 72% of specialists (80 responses) are working with Youngsters aged over 18 years, the most important category with which they work is unemployed youngsters. Responses show that a relevant part of the specialists work also with youngsters aged between 12-17 years. 64 responses (that is around the 57,7%) have specified they are full-time employees. Relevant skill in working with youngsters (considering the general work with people) is the Communication one. 49 specialists chosen "Listen skill" as second, 37 Counselling skills. Considering the most relevant skill in working with youngsters (Individual work with youngsters) the "Performance and self-expression skills" is the biggest choose. 49 specialists chosen "Project management skills" as second, 38 "Ability to spread information" skills. Most relevant "general" knowledge in working with youngsters is the "Knowledge of legislation". Most relevant "Specific" knowledge in working with youngsters is the "Knowledge in the field of youth work". 63 Specialists, in fact, have specified it. In this case as well, specialists had to choose up to 3 options. 53 specialists chosen both "Knowledge in the field of social work" and "Knowledge in the field of education" as second, 46 "Knowledge in the field of psychology". Regarding the attitudes in working with NEETs, most part of specialists have indicated "Flexibility" as most important attitude (73 responses) together with "Optimism, a positive worldview" attitude (63 responses). Following we have: "Tolerance" (47 responses), "Readiness to cooperate" and "Openness towards people and surroundings" (38 responses), "Reliability" (37

responses), "Activeness" (30 responses), "Youthfulness" (24 responses), etc. In this case specialists had up to 5 options in choosing attitudes.

Regarding the target for which specialists need additional training, most part of specialists have indicated "Teenagers aged 12–17" (48 responses) together with "Young people in rural areas" attitude (36 responses). Following we have: "Young immigrants or refugees" (35 responses), "Young people of ethnic minorities" (33 responses), "Unemployed youth" (27 responses), "Young people with domestic problems or who have been disowned by their family" (26 responses), "Young offenders" (24 responses), etc. In this case specialists had up to 5 options in choosing additional training.

In the a below analysis is showed which additional knowledges or skills specialists need in working with youngsters (considering the general work with people). 48 Specialists, in fact, have specified "Knowledge of acting in conflict situations"; 42 specialists chosen "Counselling skills" as second, 38 "Communication skills", 32 both "Ability to motivate" skills as well as "Marketing skills", 26 "Organizational skills", 25 "Teamwork" skills, 22 "Training" skills, 21 both "Ability to carry out group activities" skills as well as "Event organization" skills, etc. Finally, the gathered of "Knowledge of acting in conflict situations" and "Counselling skills" are mostly relevant additional skills needed by specialists.

Most relevant additional Knowledge in working with youngsters (individual work) needed by specialists is the "Foreign language skills". Then 39 specialists chosen "Project writing skills" as second, 33 "Project management skills". Most relevant "general" knowledge in working with youngsters in which specialists need additional training is the "Knowledge of economy". 55 Specialists, in fact, have specified it. 50 specialists chosen "Knowledge of legislation" as second, 44 "Financial and accounting knowledge". This figure shows the contrary of what was declared by specialists in Figure 17. That it's a logic situation. What is important is to see how bureaucracy in working with youth is one of the most important skills specialists need.

Questionnaire results then showed that the most relevant "specific" knowledge in working with youngsters in which specialists need additional training are both

"Knowledge in the field of psychology" and "Knowledge in the field of developmental psychology".

Circumstances have prevented to specialists from undergoing desired additional training is the "Lack of time" with 70 responses. Then "Lack of financial resources" at the second choose with 33 responses; then "Field-specific training is not offered" with 28 responses. Question related of which form of individual development is most suitable for specialists, 65 of them declared "Seminars and courses" as most suitable; then 43 indicated "Webinars, e-education". It seems that in one side Seminars, courses and trainings, in the other side Internet tools are most suitable for specialists.

22 participants have suggested specifications regarding the previous 2 questions. Eduforma has resumed specifications in 3 categories: "Learning by doing", "Training" and "Colleagues best practices" as meaning most used.

10. 8.4 Portugal

The specialists declared to need additional training in order to deal better with these groups of NEET: addicts (alcohol, narcotic substances...) (35%), young people aged 18+ (32%) and young offenders (32%). Other groups often mentioned are: young people with physical or intellectual disabilities, people who have quit school, young people from ethnic minorities and teenagers aged 12-17 (all referred by around 25% of the inquired specialists).

Working with young people:

The needs in additional knowledge or skills for people when working with youngsters are basically the called 'soft' skills: ability to motivate (34%), counselling skills (32%), knowledge of acting in conflict situation (31%) and communication (29%).

Individual work:

For their own individual work, the expressed lack of knowledge and skills of the specialists are more technical and focused on issues linked with the project area: project management (35%), analytical skills (30%) and project writing skills (25%). The performance and self-expression skills, planning skills, foreign languages skills and administrative skills come behind, with about 20% each.

General knowledge:

The more often mentioned needs of additional general knowledge needs are: legislation (58%), financial and accounting knowledge (41%) and leadership skills (30%).

Specific knowledge:

For their day-to-day work life, the inquired specialists mentioned their lack of knowledge to deal with career design principles (62%), youth work (39%) and social work (31%).

General knowledge:

Some wishes of new knowledge or skills were spontaneously mentioned several times, like trainings about mobilization/advocacy, resilience, management of emotions, coaching/street work, mediation between NEET people and their families, parenting skills... They also referred a lack of knowledge in the field of programmes for professional integration and personal development (and re-socialisation).

Forms of individual development:

The specialists chose first classical ways of learning: trainings (50%), seminars/courses (41%). A lot think they learn well with experience. The new technologies like e-learning and webinars appeal 23% of the specialists. Only 18% believe that learning from colleagues is suitable.

8.5 Conclusions on training needs

Based on the above it can be brought out the profile of NEET-youth specialist:

- Woman aged between 21 and 40 year with a higher education and working in the public sector and who has been working in the field for at least three years.
- The specialist works full-time.
- Mostly they work with youth aged 18+, unemployed youth, young offenders.
- Specialist working with NEET youngsters have good communication, motivation, counselling and listening skills. They know how to manage conflict situations. They have good analytical, performance and expressional skills. They are familiar with laws, administration, financial and document management. Specialist have professional knowledge in psychology, career development, youth- and social work.

- Specialist treat youngsters like equal partners, are tolerant and have no prejudices.
- Trainings are part of their work, they take part in trainings at least every six months.
- Seminars and learning from experiences are the main and preferred learning forms.
- To be more trained the specialists need more time, financial resources and field specific trainings.

9. EFFECTIVE SUPPORT SERVICE FOR NEET-YOUTH

11. 9.1 System thinking by Donella Meadow⁵⁶

A system isn't just any old collection of things. A system is an interconnected set of elements that is coherently organized in a way that achieves something. A system must consist of three kinds of things: elements, interconnections, and a function or purpose. A system is more than the sum of its parts. It may exhibit adaptive, dynamic, goal-seeking, self-preserving, and sometimes evolutionary behavior.

Many interconnections are flows of information — signals that go to decision points or action points within a system. These kinds of interconnections are often harder to see, but the system reveals them to those who look. If information-based relationships are hard to see, functions or purposes are even harder. Systems can be nested within systems. Therefore, there can be purposes within purposes. Keeping sub-purposes and overall system purposes in harmony is an essential function of successful systems.

To ask whether elements, interconnections, or purposes are the most important aspects in a system is to ask an unsystematic question. All are essential. All interact. All have their roles. But the least obvious part of the system, its function or purpose, is often the most crucial determinant of the system's behavior. Interconnections are also critically important. Changing relationships usually changes system behavior.

⁵⁶ D.H.Meadows.(2009).Thinking in Systems. London. <https://wtf.tw/ref/meadows.pdf> /01.10.2018/

The shared idea in the minds of society, the great big unstated assumptions, constitute that society's paradigm or the deepest set of beliefs about how the world works. These beliefs are unstated because it is unnecessary to state them — everyone already knows them. Paradigms are the sources of systems. From them, from shared social agreements about the nature of reality, come system goals and information flows, feedback, stocks, flows, and everything else about systems.

Living successfully in a world of complex systems means expanding not only time horizons and thought horizons; above all, it means expanding the horizons of caring. There are moral reasons for doing that, of course. And if moral arguments are not sufficient, then systems thinking provides the practical reasons to back up the moral ones. The real system is interconnected. No part of the human race is separate either from other human beings or from the global ecosystem.

A Summary of Systems Principles

- A system is more than the sum of its parts.
- Many of the interconnections in systems operate through the flow of information.
- The least obvious part of the system, its function or purpose, is often the most crucial determinant of the system's behavior.
- The system structure is the source of system behavior. System behavior reveals itself as a series of events over time.
- A feedback loop is a closed chain of causal connections from a stock, through a set of decisions or rules or physical laws or actions that are dependent on the level of the stock, and back again through a flow to change the stock.
- In physical, exponentially growing systems, there must be at least one reinforcing loop driving the growth and at least one balancing loop constraining the growth, because no system can grow forever in a finite environment.
- There are always limits to resilience.
- Systems need to be managed not only for productivity or stability but also for resilience.
- Systems often have the property of self-organization — the ability to structure themselves, to create new structure, to learn, diversify, and complexify.

- Hierarchical systems evolve from the bottom up. The purpose of the upper layers of the hierarchy is to serve the purposes of the lower layers.
- Many relationships in systems are nonlinear.
- There are no separate systems. The world is a continuum.
- Where to draw a boundary around a system depends on the purpose of the discussion.
- At any given time, the input that is most important to a system is the one that is most limiting.
- Any physical entity with multiple inputs and outputs is surrounded by layers of limits.
- There will always be limits to growth.
- When there are long delays in feedback loops, some sort of foresight is essential.
- The bounded rationality of each actor in a system may not lead to decisions that further the welfare of the system as a whole.
- Everything we think we know about the world is a model.
- Our models do have a strong congruence with the world.
- Our models fall far short of representing the real world fully.

12. 9.2 A system model for NEET-youth support

Following the model, system parts and quality measures are based on specialists' knowledge, experience and feedback to local and international reality.

The input for this model was found by analyzing the feedback of all study visits and discussions in common workshops in seminars. Different keywords about quality factors are discussed with specialists and also with the youth.

The main aspects of the model for NEET-youth are based on D.Meadow's system model.⁵⁷

PHYSICAL
OUTCOMES
Young people know where to get support.
Accessible online services (internet platforms).
Effective local network.
Research results are timely, understandable and accessible to all who need them.
SERVICE PROVIDERS
Access to information is easy and free.
We know which kind of programs we need.
Research is needed.
Resources are sufficient and their uses are known.
Creativity of youth is stimulated through non-formal education approaches (learning by doing etc.)
Youths in a situation of social exclusion are reached through outreach work (social street work).
Multifunctional spaces are available to all youngsters.
Services provide work habits to youths through original approaches.
International experience is available for all youngsters.
Mental health support is provided through personal and peer-to-peer approaches.
Enough resources to hire specialists.
Long-term community work is implemented in social exclusion contexts.

⁵⁷ D.H.Meadows.(2009).Thinking in Systems. London. <https://wtf.tw/ref/meadows.pdf> /01.10.2018/

The youngsters' present skills and talents are developed through personal and peer-to-peer approaches.
Services encourage youth initiatives.
INFORMATIONAL
FEEDBACK
It is important to give input from service providers to the European Commission and ministries for evaluation purposes but also in order to collect suggestions and advice on how to improve.
Youth workers should receive feedback about the work they develop both from European Commission, ministries and the youth they work with.
INFORMATION
It is vital to establish a common information platform where European Commission, the youth, service providers, parents, community and other important stakeholders (i.e. schools) can find relevant information / feedback on:
Possibilities for resources
Parental support programs
Sustainable planning on the local level
Impact evaluation
Common service model
Funding opportunities
Good practice advice
Research
Youth programs and resources
SOCIAL
RULES
All ministries care about and act on the NEET topic.
Data bridge between service providers.
Common conditions to provide services (financial, data, dynamics).
Evidence users are known.
SYSTEM
Flexible system that adapts quickly to changes in society.
Good skills in information use.

Youth work; prevention; community; social work; street work; municipality; company; clear system and collaboration; peer to peer approach.
The education system's role is clear in the supportive and responsible process.
Those who can't but want to find information are supported.
Companies are involved in the education system.
Effective bridge between the school and the family.
Young people's opinion is known, they are involved to decision making.
Roles and responsibilities are shared and clear.
The service development process and responsibilities are clear.
GOALS
Ministries should have common understanding of NEET youth.
A holistic approach.
To create a union of service providers so that a young NEET person does not get lost in the system
Marketing campaigns are accessible and target all needs (ex. platforms, language, culture)
The supportive system is flexible and fits all needs.
Programs should be inclusive for all NEET groups and should focus on minorities too.
MINDSET
The actions are based on different shareholders' input.
The decision is based on the needs of all different youth groups.
The image of a NEET-youth specialist is very good.
Asking for help is normality.
The work of a NEET-youth specialist is accepted and valued.
The youth are motivated to find information.
Education is a human right and based on equal value in formal, non-formal and informal education. Means are open for education and preventive actions.

Physical

To get good output in the NEET-youth system, people's knowledge about support possibilities, especially among the target group and shareholders should be good, services have to be accessible online and there is an effective network around the

youth. Research investigating methods, realities, background, results etc should be timely, user friendly and with open access. Multifunctional spaces are available to all youngsters. It is important to have enough personal and expertise teams. Working in teams is essential.

The youth in a situation of social exclusion are reached through outreach work (social street work). Service providers must be close to youngsters' homes and schools. The space for youth activities must be welcoming, multifunctional and with separate rooms, where all youth are welcome, such as youth centres. The range of services is wide, and the diversity of tools is high. The methods in services are focused on youth empowerment, they are personal and support creativity and youth initiative (coaching, motivational interviewing, counselling).

Service providers work in close networks offering services to the youth according to their needs moving on step by step. The creativity of the youth is stimulated through non-formal education approaches (learning by doing etc.). The youngster's present skills and talents are developed through personal and peer-to-peer approaches. Youth initiatives and empowerment are supported hand-in-hand with the community. Long-term community work is implemented in social exclusion contexts. Next to personal empowerment tools there must also be proactive initiatives that decrease the number of youth falling to NEET-youth status. Services provide youngsters with work habits through original approaches. Workshops, training courses, linking technology and soft skills in education modules are the service providers' main tools to teach new skills and competences. International experience is available for all youngsters. Service providers have enough specialists to provide mental health support, also the use of peer-to-peer approaches is essential. For specialist network "one stop shop" method is valuable. There is online access to services. Service providers have enough resources and they know how to use the resources. Researching is needed and there is open access to the results, also the researches are timely. Specialists know which kind of programs and services are available and needed. Access to information is easy and free.

Informational

To make services effective, it is important to give input from service providers to the

European Commission, ministries and other decision-makers for evaluation purposes but also in order to collect suggestions and advice on how to improve. Youth workers should receive feedback about the work they develop from the European Commission, ministries and the youth they work with. It is vital to establish a common information platform where European Commission, the youth, service providers, parents, community and other important stakeholders (i.e. schools) can find relevant information / feedback on. These platforms must contain: resources possibilities, parental support programs, planning on the local level, impact evaluation, common service model, funding opportunities, good practice advice, research, youth programs and resources etc. For information flow messages, to-youth-from-youth must be used, similarly, the messages must rely on the same language as used by the youth, information flow should be organized in cooperation with the community and through youth network, using story sharing. Videos, youth presentations, new technology can be used in making services and activities more visible and accessible.

Social

Information and feedback can work effectively if ministries care about and act on the NEET-youth topic. It should be a flexible system that adapts quickly to changes in the society. There should be effective data bridge between the providers and common conditions. All specialists have good skills in the information use. Youth work, prevention, link to community, social work, street work, local authorities, schools, parental work, companies are valued as a part of the system municipality. Working according to a clear system and in collaboration, using the peer to peer approach and working in teams build up supportive synergy in the whole system. The role of the education system is clear in the supportive and responsible process, prevention programs are planned in collaboration with the schools. NEET-youth program teams should be involved with schools and their different activities must be integrated in the school programs. There is a strong connection between different institutions and other programs, for instance companies are involved in the education system, and there is an effective bridge between the school and the family. The system must support everyone's access to information. Also, information about the target group must be

shared to support the holistic approach. Those who can't but want to find information are supported. In designing changes in the services, the young people's opinion is known, they are involved in the decision-making. The roles and responsibilities on all levels are shared and clear. Services are supported with enough resources to confirm the service quality, accessibility and development and innovation. Innovation is possible if the sustainability and responsibilities of services are clear. The leadership of the whole system is clear.

The goals of the support must be set, clear and understandable. Ministries should have a common understanding of the NEET-youth and the evaluation of the results. The system leadership must be agreed on by all stakeholders and shareholders while retaining the independence of each party. It is important to have a union of service providers so the NEET young person does not get lost in the system. A holistic approach in support of individuals must be the main way. There cannot be any regional borders or registration limits and barriers. Marketing campaigns are accessible and target all needs (e.g. platforms, language, culture). The supportive system is flexible and fits all needs. Programs should be inclusive for all NEET-youth groups and focus on minorities too. All supportive measures are free for the target group.

Mindset

Positive outputs may be reached, and services and systems can work effectively if the mindset is agreed upon. The attitude of all shareholders impacts the whole system. The activities are based on the input of different shareholders. The decision is based on all different youth group needs. The person working directly with the target group and the target group itself must be valued. The image of a NEET-youth specialist is very good, and their work is accepted and valued. Asking for help is normality in communities and on all other levels. The youth are motivated to find information. Education is a human right and based on equal value in formal, non-formal and informal education.

13. 9.3 Conclusion

The European Commission has analyzed the Youth Guarantee challenges, opportunities and lessons learnt in the Commission Staff Working Document⁵⁸.

On the basis of what is observed from the various ways that the Member States implement the Youth Guarantee and this document providing an overview and feedback of the practice of several NEET-youth work focused institutions, the following aspects can be considered essential to best support the young people facing multiple barriers, taking into account their diverse background:

Proactive engagement

- Preventative measures to avoid drop-out and the exchange of information across administrations,
- Proactive work and accessible services, including through street workers, mediators, one-stop-shops and accessible procedures,
- Clear definition of alternative registration points besides the public employment services.

A holistic approach

- Pathway approach as part of the 'continued education' offer,
- Income support (based on the principle of mutual obligation) and access to services,
- Counselling, mentoring and post-placement follow-up to avoid drop-out.

Strong partnerships

- Between employment services, the education sector, youth work, social services and health services,
- With NGOs and youth organizations,
- Proactive strategy towards local employers.

Better monitoring

- Monitoring the extent to which disadvantaged groups are being reached.⁵⁹

⁵⁸ Commission Staff Working Document. (2016). European Commission. Strasbourg. https://eur-lex.europa.eu/resource.html?uri=cellar:73591c12-8afc-11e6-b955-01aa75ed71a1.0001.02/DOC_2&format=PDF /15th July 2018/

⁵⁹ Commission Staff Working Document. (2016). European Commission. Strasbourg. https://eur-lex.europa.eu/resource.html?uri=cellar:73591c12-8afc-11e6-b955-01aa75ed71a1.0001.02/DOC_2&format=PDF /15th July 2018/

The main keywords are high level agreements and common vision, clear roles and responsibilities, timely and accessible researches, the bridge between service providers, shareholders and data bridge, clear messages and information flow and a wide range of services. The system structure is the source of system behavior and the system behavior reveals itself as a series of events over time. It means that it is highly important to build up a well-structured system on the European or country level that shares the same values and agreements. Any misunderstanding may generate anomalies in the system behavior by a series of events. As hierarchical systems evolve from the bottom up and the purpose of the upper layers of the hierarchy is to serve the purposes of the lower layers, then it is important to collect input and feedback from the bottom level to the decision making and program creating level. Systems need to be managed not only for productivity or stability, they also need to be managed for resilience. There are no separate systems. The world is a continuum. The same applies in the system of NEET-youth support.

Literature

1. Agrupamento de Escolas Josefa de Óbidos. <http://escolasdobidos.com/mymachine/> /01.10.2018/
2. Agencia de Empreendedores Sociais. www.seagency.org/fabrica-empreendedor/ /01.10.2018/
3. Associacao Cultural Moinho da Juventude. www.moinhodajuventude.pt /01.10.2018/
4. Associazione Culturale Khorakhanè. <http://www.khorakhanet.it/> /31.08.2018/
5. Associação para a Mudança e Representação Transcultural. <http://www.amrtranscultural.org/> /01.10.2018/
6. CampolideSoma&Segue E6G. www.facebook.com/campolidesomaeseguee6g/ /01.10.2018/
7. Conselho Portugues para os refugiados. www.cpr.pt /01.10.2018
8. Città dei Mestieri e delle Professioni di Treviso - Cité des Métiers. <http://www.cittadeimestieri.treviso.it/> /31.08.2018/
9. Commission Staff Working Document. (2016). European Commission. Strasbourg. https://eur-lex.europa.eu/resource.html?uri=cellar:73591c12-8afc-11e6-b955-01aa75ed71a1.0001.02/DOC_2&format=PDF /15th July 2018/
10. Eduforma. www.eduforma.it /30.08.2018/
11. Effective outreach to NEETs .Experience from the ground.(2018). European Commission.
12. ENAIP. www.enaip.veneto.it /31.08.2018/
13. Escola Profissional de Imagem. www.epi.edu.pt/welcome/ /01.10.2018/
14. Estonia. Youth Guarantee country by country. European Commission. May, 2018
15. Exploring Diversity of NEET. (2016). Eurofound.
16. Forum Estudante. <http://forum.pt/> /01.10.2018/
17. H-FARM. www.h-farm.com /31.08.2018/
18. Husid. <https://husid.net/> /31.08.2018/
19. Il Mosaico. <http://www.ilmosaico.info/> /31.08.2018/
20. Italy. Youth Guarantee country by country. European Commission. May, 2018
21. Jalatalla programm. www.tallinn.ee/est/noorteinfo/Jalatalla-programm <<http://www.tallinn.ee/est/noorteinfo/Jalatalla-programm>> /01.10.2018/

22. Meadows.D.H.(2009).Thinking in Systems. London.
<https://wtf.tw/ref/meadows.pdf> /01.10.2018/
23. Megahub. <http://www.megahub.it/> /31.08.2018/
24. NEETs. (2018). Eurofound. <https://www.eurofound.europa.eu/topic/neets> /15th July 2018/
25. Parque Tecnológico de Óbidos. [www.pt-obidos.com/pt/decode-academia-de-programacao-e-robotica.](http://www.pt-obidos.com/pt/decode-academia-de-programacao-e-robotica/)/01.10.2018/
26. Porto Burci. www.portoburci.it /30.08.2018/
27. Progetto Giovani. <http://www.progettogiovani.pd.it/> /31.08.2018/
28. Progetto Giovani. <http://www.monselicegiovani.it/> /31.08.2018/
29. Programa Gualifica. www.qualifica.gov.pt/#/ /01.10.2018/
30. Regione Veneto. www.regione.veneto.it /31.08.2018/
31. Spin programm. www.spinprogramm.ee /10.10.2018/
32. STEP-programme www.step.ee /15.10.2018/
33. Sumo Società Cooperativa Sociale.<http://www.sumonline.it/> /31.08.2018/
34. Support program "Youth Prop Up". Association of Estonian Open Youth Centres.
<https://tugila.ee/support-program-youth-prop/> /26.08 2018/
35. Young people and the labour market: a tale of two NEETs. European Commission.
<http://ec.europa.eu/social/main.jsp?langId=en&catId=1196&newsId=2551&furtherNews=yes> /15th July 2018/
36. Youth Guarantee Implementation Plan. Ministry of Social Affairs. January, 2018.
<http://www.sm.ee/et/noortegarantii> /26.08 2018/
37. Youth Guarantee Implementation Plan. Ministry of Social Affairs. January, 2018.
<http://www.sm.ee/et/noortegarantii> /02.10.2018/

Contacts of the partner organisations

Eesti Avatud Noortekeskuste Ühendus

Location: Põltsamaa, Estonia

E-mail: ank@ank.ee

Web-page: www.ank.ee

Association of Estonian Open Youth Centres (AEYC) is a nationwide umbrella organisation which connects youth centers from whole Estonia. AEYC aim is to create a network of youth centers in Estonia, support the activities on local level and partnership activities between members on national level. AEYC cooperates with state and local governments, youth organizations in Estonia and abroad, and other institutions involved in youth work. The association is supporting new youth centres, analysing current situation and needs of youth centres, supporting youth workers, organizing seminars and trainings, introducing new methods in youth work, arranging information exchange between different actors, sharing ideas and inputs for national youth policy.

CAI – Conversas Associação Internacional

Location: Lisbon, Portugal

E-mail: cai.associacao@gmail.com

CAI Is a Portuguese NGO and bearer of the SwTI - Street Work Training Institute. The organisation is a member of Dynamo International - Street Workers Network, that is composed of 51 national platforms from Africa, America, Asia and Europe. CAI runs national and international level projects in the field of non- formal education, as well as on social and health topics with youth, adults and youth workers.

Eduforma S.R.L.

Location: Padova, Italy

E-mail: info@eduforma.it

Web-page: www.eduforma.it

Eduforma is a VET-organisation that offers training and management consulting services, it is specialized in the development of human resources, increasing people's skills to face professional problems concerning their specific competences in the company where they work. Eduforma is implementing the European Youth Guarantee plan in the Region of Veneto in Italy.

Samfés, samtök felagsmidstodva a Islandi

Location: Reykjavík, Iceland

E-mail: samfes@samfes.is

Web-page: <http://www.samfes.is>

Samfés is an NGO that works nationwide and has over 119 Icelandic youth clubs as its members. The main goal of Samfés is to promote youth participation, the activities of the organisation include seminars, educational conferences, nationwide song contest for youth clubs, project fund for youth clubs, national congress for young people, rap festival, design contest, large two-day festival Stuck together.