



Preparatory Action on the Youth Guarantee

First Findings Report



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July – 2014

Employment,
Social Affairs
and Inclusion

EUROPEAN COMMISSION

Directorate-General for Employment, Social Affairs & Inclusion
Directorate C – Europe 2020: Employment Policies
Unit Unit C2 – Sectoral Employment Challenges, Youth Employment and Entrepreneurship

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Luxembourg: Publications Office of the European Union, 2014

ISBN 978-92-79-39053-1
doi: 10.2767/30039

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1. INTRODUCTION; THE PURPOSE OF THE FIRST FINDINGS REPORT

The effects of the economic crisis on employment have been particularly marked for European youth. In 2013, the rate of youth unemployment stood at 23.3% across the EU-28 (the latest Eurostat figure of June 2014 indicates to a youth unemployment rate of 22%). The rate is nearly eight percentage points higher than the rate in 2007, before the onset of the crisis (15.7%)¹. At present **5.2 million people in Europe under the age of 25 are unemployed** (May 2014) and a total of 7.5 million are not in employment, education or training². This represents a huge untapped resource that Europe cannot afford to lose and carries serious implications for future growth and social cohesion. It has been recognised that immediate action is needed to mitigate the effect of the youth unemployment crisis on individuals and on long-term employment prospects for future generations.

In December 2012, the Commission put forward a Youth Employment Package to assist and guide Member States in combatting youth unemployment. Based on the Commission's proposal, the **Council adopted a Recommendation on the Youth Guarantee** in April 2013³. Member States thereby committed to ensuring that all young people under the age of 25 years receive a good-quality offer of employment, continued education, an apprenticeship or a traineeship within a period of four months of becoming unemployed or leaving formal education.

In the 2012 EU budget, the **European Parliament asked the Commission to implement a preparatory action to support the setting-up of pilot Youth Guarantee (YG) activities** in Member States. The call for proposals⁴ was launched in 2012 and **18 Pilot Projects were launched**. These projects are currently being implemented in seven countries: **Ireland, Italy, Lithuania, Poland, Romania, Spain and the United Kingdom**. The Pilots were launched during the August-December 2013 period and they run for 12 months. Ultimately the experience gained from the Pilots is expected to provide Member States with practical recommendations for implementing national Youth Guarantee (YG) schemes and programming related actions under the European Social Fund and Youth Employment Initiative.

The **aim of this First Findings report is to outline the progress** made by the 18 Pilots in the first half of the project period. Specifically,

- the report will start by placing the Pilots in the broader EU policy context by explaining **the rationale and key building blocks** of the YG approach (*section 2*)
- The report will continue by providing **an overview of the 18 Pilot Projects** in terms of their goals, target groups and activities (*section 3*) – this can be read together with Annexes 1 and 2 which provide more detailed information on each project, including contact details for the Pilot Project coordinators.
- The fourth part of the report sketches out **good experiences, challenges and the progress made in the first 5-8 months** (by early June 2014) in relation to A) partnership formation and operation, B) structural improvements to transition and employment services for young people, and C) delivery of pilot activities for young people (*section 4*)
- And the final section indicates some **emerging messages** (section 5)

¹ Eurostat [Labour Force Survey](#), data extracted on 8th July, 2014. Eurostat code: tsdec460.

² For a detailed infographic produced by Eurofound on the issue of young 'NEETs', see: <http://www.eurofound.europa.eu/emcc/labourmarket/youthinfographic.htm>

³ Council Recommendation of 22 April 2013 on establishing a Youth Guarantee (2013/C 120/01)

⁴ European Parliament preparatory action "Supporting partnerships for activation measures targeting young people through projects at national, regional or local level in the context of Youth Guarantee schemes"; the text of the first call for proposals can be found here: ec.europa.eu/social/BlobServlet?docId=8720&langId=en

The report has been written as **part of an on-going monitoring and external evaluation of the YG Preparatory Action**. The report has been drafted by independent researchers from ICF on the basis of interviews and surveys of project coordinators, background documentation and information exchanged at a Coordination Meeting in Brussels in April 2014 – a meeting that gave all Project Coordinators an opportunity to get together to exchange experiences.

2. WHAT IS THE YOUTH GUARANTEE?

2.1. What is the rationale behind the Youth Guarantee?

Fostering youth employment and easing young people's school-to-work transition has become a major concern across the European Union especially since the onset of the crisis. Important barriers faced by young people include the mismatch between the education and training that they have received and the skills demanded by the labour market and their more limited work experience which makes them less attractive to employers.

Youth unemployment and inactivity come at a cost both for young people - in terms of present-day well-being and future wages and employment prospects (the so-called 'scarring effect')⁵, but also society as a whole. A Youth Guarantee scheme is primarily a structural reform, for example through apprenticeship reform, reinforcing the capacity of key services, and a **positive investment in the future** of young people and the economy⁶.

2.2. What is the Youth Guarantee?

The Youth Guarantee, as defined by the Council Recommendation of April 2013, is a pledge by all Member States to ensure that **"all young people under the age of 25 years receive a good-quality offer of employment, continued education, an apprenticeship or a traineeship within a period of four months of becoming unemployed or leaving formal education"**. Young people should be provided with a personalised offer that addresses the specific barriers they face in gaining a strong foothold in the labour market. Similarly, young people's school-to-work transitions can be long and complex, including alternating phases of education, work and potentially periods of unemployment and inactivity. In many cases this will require re-thinking the 'sequencing' of interventions such that the transitions for the young person are positive and as seamless as possible in order to keep young people connected to the labour market.

The Youth Guarantee takes into consideration **both immediate and long-term perspectives**. Immediate action to relieve the currently unacceptably high levels of youth unemployment and inactivity - for instance, through financial incentives to support work placements, apprenticeships and training – which should be accompanied by long-term reforms to address the structural barriers faced by young people as they transition to working life (e.g. investing in multi-stakeholder partnerships, apprenticeship reforms, outreach strategies, or PES capacity-building to work with NEETs).

The Youth Guarantee is complemented by two European initiatives aiming to increase the provision of two types of quality offers: traineeships and apprenticeships. The **Quality Framework for Traineeships**⁷ aims to ensure that traineeships outside formal education provide high quality learning content and fair working conditions so that traineeships effectively support education-to-work transitions and increase the employability of

⁵ For discussion of the long-term impact of youth unemployment and inactivity, please see the Commission Staff Working Document accompanying the Proposal for a Council Recommendation on Establishing a Youth Guarantee {COM(2012) 729 final}, available in 22 EU languages at <http://ec.europa.eu/social/youthguarantee>.

⁶ European Commission (2013) Background paper for the event, La Hulpe, 17-18 October 2013, Brussels, Author: ICF GHK

⁷ http://www.consilium.europa.eu/uedocs/cms_data/docs/pressdata/en/lisa/141424.pdf

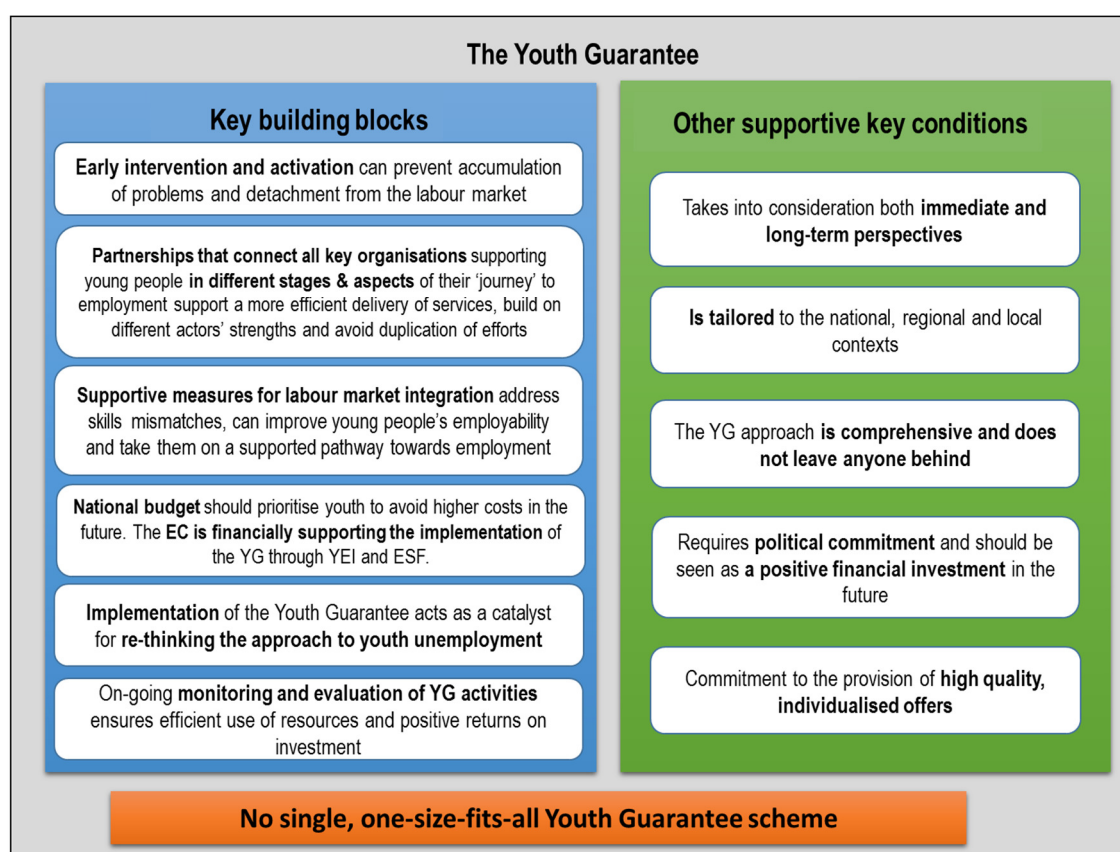
trainees. The **European Alliance for Apprenticeships**⁸ aims to increase the quality and supply of apprenticeships across Europe and to change mind-sets towards this type of learning.

2.3. Key building blocks of the Youth Guarantee

Since the Youth Guarantee is an outcome-focused structural reform, the means of implementation may vary both within and across Member States⁹. Indeed, **there is no single, one-size-fits-all Youth Guarantee scheme** that could respond to the needs of different groups of young people across all European countries. As the Council Recommendation establishing the Youth Guarantee of April 2013 specifically states: "*the Youth Guarantee should [...] be geared to national, regional and local circumstances*". This means that Member States should base their actions on a comprehensive analysis of youth unemployment and inactivity (NEETs) in their country/regions, carry out a mapping of existing policies on youth employment and link these measures to a comprehensive YG scheme (e.g. by introducing appropriate referral systems and avoiding duplication of activity), and fill policy gaps by means of targeted reforms or new initiatives to ensure that the approach is comprehensive and does not leave any one behind¹⁰.

Even if there is no one way of organising or structuring the YG, there are key elements – **building blocks** – which support successful design and implementation of the approach. These are introduced in the Figure 1 below, together with other supportive conditions.

Figure 1. Key building blocks of the Youth Guarantee



Source: Authors / ICF, 2014, on the basis of the Council Recommendation of 22 April 2013 on establishing a Youth Guarantee and EC, The Youth Guarantee, Making it Happen

⁸ http://ec.europa.eu/education/policy/vocational-policy/alliance_en.htm

⁹ A set of 'Frequently Asked Questions' on the Youth Guarantee are available on the European Commission's website: <http://ec.europa.eu/social/main.jsp?catId=1079&langId=en>

¹⁰ Adapted from a set of 'Frequently Asked Questions' on the Youth Guarantee are available on the European Commission's website: <http://ec.europa.eu/social/main.jsp?catId=1079&langId=en>, P.6.

2.4. Rolling out of national Youth Guarantee schemes: the state of play

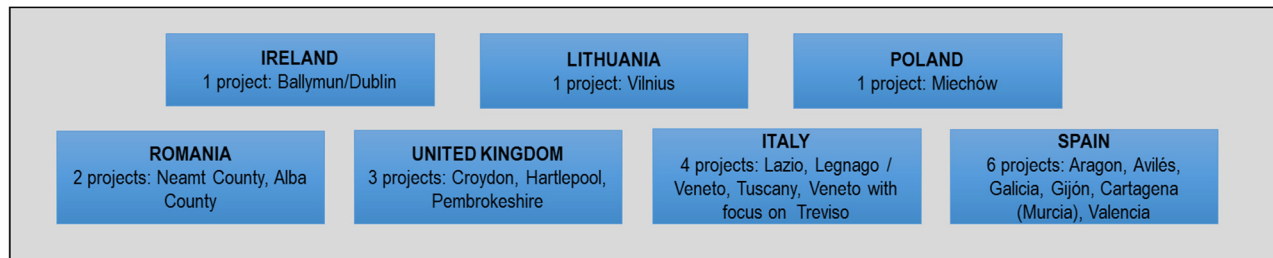
All 28 Member States have submitted their Youth Guarantee Implementation Plans (YGIPs) and have begun to roll out their national Youth Guarantee schemes. As a complement to national budget allocations to implement the YG, Member States can draw on the European Social Fund during the next multiannual financial framework for 2014-20 and also on support from the dedicated EUR 6 billion Youth Employment Initiative (YEI), which aims to focus financial support on the regions and individuals hardest hit by the youth employment crisis.

3. INTRODUCTION TO THE 18 YOUTH GUARANTEE PILOT PROJECTS

3.1. Placing the Pilot Projects within their local context

For the most part, Pilot Projects are located in areas which perform poorly in terms of youth labour market indicators relative to the national and European averages, with higher levels of early school leaving (ESL), youth unemployment (including long-term youth unemployment) and NEETs. Almost all of the targeted localities¹¹ are **areas of social and economic disadvantage** characterised by high prevalence of low levels of educational attainment and where young people face multiple obstacles in gaining a foothold in the labour market. For example, the Irish (Ballymun), Polish (Miechów) and Spanish (Aragon, Avilés, Gijón, Cartagena, Valencia) projects are located in areas with some of the highest levels of youth unemployment in Europe, with rates hovering close to or above 50%. The Pilot Project localities tend also to display high rates of adult unemployment due to overall weaknesses in local labour markets.

Figure 2. YG Pilot Project locations



The geographical remit of the Pilots ranges from city boroughs (e.g. Ballymun in Dublin and Croydon in South London) and towns/cities/localities (e.g. Avilés, Galicia, Gijón, Hartlepool, Legnago, Valencia and Miechów) to regions and counties (e.g. Lazio, Alba, Veneto, Neamt, Aragon, Pembrokeshire).

3.2. Categories of Projects: whom are they targeting and what are they trying to achieve?

The 18 pilot projects can be divided into **two broad categories** based on their primary target group and their overall objective: 1) projects that prepare young people - who are still attending full-time secondary education or are in the process of finalising their studies - for transition into continued education, training or employment (8 Pilots), and 2) projects that provide supported pathways into positive outcomes to unemployed or inactive youth (10 Pilots).

Both of these broad categories of measures are **focussed on proactive action** with the aim to intervene before disengagement has a chance to *take place* (i.e. supporting at-risk

¹¹ Except some of the Italian regions such as Tuscany and Veneto – however, these regions also contain pockets of deprivation.

youth when they are still attending full-time education or training) or *set in* (i.e. supporting young people as soon as possible after they have become unemployed / inactive).

The majority of the measures are **targeted measures offering services to at-risk groups**. Only some are more **universal** by nature by providing services to all young people from the chosen schools/training institutions or cohorts of unemployed/inactive youth (e.g. Lazio - IT). Some projects have smaller, more defined target groups. For instance, the project in Neamt County, in the North-East region of Romania, supports the integration of young people who have recently left or are soon due to leave state-funded institutional care.

Several projects include capacity-building activities and thereby also **target professionals** working within the school-to-work agenda. The project from Croydon (UK) for instance arranges internships for teachers in local enterprises. The project from the Veneto region (IT) seeks to build a network of experts on NEETs issues inside the Veneto Lavoro Observatory, by establishing a Permanent Committee in charge of coordinating NEETs policies and action.

3.3. Planned activities of the projects

While specific objectives of the Pilot Projects differ, the majority of the Pilots seek to **develop and / or test specific aspects of the YG** rather than develop and test a comprehensive approach within the project period of 12 months. Nevertheless, all projects provide **a mix of both long-term structural reform measures and short-term 'relief' policies** aimed at helping young people into employment, training or education. This section provides a brief overview of the cross-cutting areas of action the Pilot Projects are planning to implement. More detailed information on the activities of individual projects can be found in the Annex 1.

The **context must be taken into consideration** when reading the types of activities and approaches developed by the projects. For example, it explains the emphasis of some projects on the promotion of self-employment among unemployed youth - rather than helping them prepare and apply for jobs; the severe shortage of jobs and on-the-job training places for young people has prompted the stakeholders to consider other avenues.

A) Structural reform in the delivery of employment services to young people

The Ballymun (IE) and Cartagena (ES) projects **ambitiously aim to develop and test a Youth Guarantee model at a local level**. Similarly, the Gijón project aims to help public institutions work better together through the creation of a centre for services for 15-30 year old NEETs.

The Ballymun project (Dublin, IE) has set the ambitious goal of rolling-out a Youth Guarantee scheme to all young people in one of the most socially disadvantaged areas in Ireland. It will guarantee access to career guidance/assistance leading to identification of an individual career plan for the young unemployed person, which will follow-through to an offer of training, education, work experience or full-time employment within four months of a one-to-one meeting with a guidance counsellor.

In order to cater for the needs of unemployed and inactive youth in a holistic manner, the Gijón project (ES) aims to set up a "Youth Employment and Activation Agency" which functions as a hub for services for 15-30 year olds NEETs so as to ease their access to workplace training, employment, education and training. The Agency will act as a link between different resources and programmes developed at local level for young people. The project also aims to create a "Recruitment Agency" charged with promoting the engagement of the enterprises in the territory to tackle youth unemployment in cooperation with the Youth Employment and Activation Agency.

The goal of the Cartagena project (Murcia, ES) is to set up a new network which works together to integrate unemployed young people into employment, education or training within four months of leaving school or becoming unemployed/inactive. The 'personalised pathways' will address the different factors that challenge the social, educational and labour market integration as well as the successful transition towards adulthood. The project also seeks to improve the job and training intermediation services, understood as an improvement in the cooperation between the

PES and employers, in terms of identifying job opportunities and establishing agreements to improve the offer for apprenticeships, traineeships and any other options for on-the-job learning.

B) Supporting students at risk of early school leaving into positive post-school outcomes

The Pilots in this category have the goal of supporting at risk students at risk of early school leaving into positive post-school outcomes (employment, education or training). Some do this by designing new models and testing new approaches to the prevention of early leaving from education. For example, the Legnago (IT) project aims to establish a permanent observatory on early school leavers in the area, to design a methodology for identifying potential early school leavers and monitor drop-outs, and to provide municipalities with concrete guidelines to support students with a high probability of dropping out. The Tuscany project (IT) is designing and piloting a model for the identification of NEETs (through triangulation and sharing of different PES/school/provider databases on young people) and a procedure for contacting them.

Other projects rely on case worker and mentoring approaches in guiding students into positive post-school outcomes. One-to-one mentoring is offered to at risk young people for example by the Hartlepool (UK), Neamt County (RO), Pembrokeshire (UK) and Avilés (ES) projects.

The primary target group of the Hartlepool (UK) project are 200 young people (20%) who attend Year 11 (15-16 year olds) in Hartlepool and are identified as being the most at risk of leaving early or disengaging from post-16 education. The project offers 30 hours of mentoring and support. The mentoring includes, for example, regular one-to-one meetings between the mentor and the student to discuss their progress, concerns, problems and future study/employment options. Practical support is also offered, such as additional literacy or numeracy training. The mentors also keep in touch with students during the summer before the start of the post-16 learning (so as to prevent disengagement during the summer months).

C) Career coaching pathways to employment

Young people are often ill-equipped to make informed education and career choices and many lack necessary job-search skills. Recognising these challenges, a number of Pilots aim to provide young people with (individual and/or collective) **career guidance and coaching to equip them with the knowledge, skills and competences they need to ease their entry into the labour market** (e.g. Alba - RO, Avilés - ES, Vilnius - LT, Neamt County - RO, Pembrokeshire - UK, Lazio - IT)

The Alba (RO) project has launched 'job-clubs' in four high-schools, where career counsellors provide career advice and guidance to young pupils. The Pilot targets 80 pupils but the job-clubs will be opened to all pupils in the pilot schools after the project has come to an end and consideration is currently being given to replicating these structures at county level.

Specifically designed for young people leaving institutional care, the Neamt County (RO) project will provide individual/group sessions of career guidance and counselling for young participants. The Avilés (ES) 'coaching for youth employability' project aims to establish a coaching scheme in which young people will be provided with the individual and collective support they need to enter the labour market.

Finally, in Vilnius (LT) an ambitious motivational programme has been designed as a series of 3 seminars. The first seminar focuses on developing entrepreneurial skills, improving motivation to search for a job and interest in the world of work, and sensitising young people to the importance of personal responsibility. The second seminar addresses the job search process (i.e. filling in applications, CV, interviews, searching for vacancies). Young people complete a questionnaire about their skills, qualifications, job aspirations and employers present themselves, their companies, vacancies and candidates they are looking to recruit. Finally, the third seminar offers the opportunity of an individual guidance session to each young person, where the possibilities for their work placement are discussed based on the results of the questionnaire and current employer demand. Usually, 1-3 options for work placements are discussed and one is identified as a final choice. A work placement contract is then concluded and the placement starts.

D) Bridging the gap between education and business

With a view to addressing the mismatch between education and training that young people have received and the skills demanded by the labour market, practically all **the Pilots are seeking to strengthen links with local employers**. The projects are planning to build up new links and reinforce existing ones in the hope of familiarising local employers with the local pool of young workers and increasing the availability of on-the-job training places and jobs for both students and unemployed/inactive youth. Examples of the ways in which projects are working with local employers are given below.

The Croydon (UK) project seeks to build the capacity of five schools in Croydon which have a high proportion of young people at risk of becoming NEET. This capacity-building programme (developed in partnership with employers) aims to raise awareness of schools of employability skills and enable teachers to adopt teaching methods that would allow them to deliver such skills / culture in the classroom. The project also aims at supporting schools to enhance their careers advice provision to enable improved decision-making so that young people are certain, realistic and confident about occupational goals. Traineeship programmes for the students and teachers have the potential to improve this two-way dialogue and equip teachers and students with a greater understanding of UK industry.

The Miechów (PL) project seeks to bridge the gap between local education and training institutions and 25 local companies. This is done, for example, by developing didactic paths that provide an opportunity for development of competences in directions suggested by local employers.

The Pembrokeshire (UK) project offers work tasters / placements, employer events / presentation / visits and wage subsidy schemes to involve employers in the delivery of their pilot project. The Lazio (IT) project provides students an opportunity to visit companies and attend career days where they can talk directly with local employers.

E) Forming new work-based learning models

Recognising that dual education, which combines school-based vocational training with work-based learning, can help young people overcome the work-inexperience trap that blocks their transition from education to employment, a number of projects are investing in the design and development of new models of work-based learning as part of their activities – or are otherwise improving the opportunities of young people to take part in on-the-job training.

The Aragon project (ES) is in the process of designing of a brand new dual system in the region (see example below). In the case of Hartlepool, one of the core goals of the YG public/private project partnership is to work together to find and encourage the creation of apprenticeships in local companies. The Croydon (UK) projects offer new or extended traineeship opportunities for students in their final year(s) of education and similar provisions have been introduced by Legnago (IT) and Alba county (RO) projects too. Avilés (ES), Ballymun (IE), Pembrokeshire (UK), Valencia (ES), Veneto (IT) and Vilnius (LT) projects offer work placements for unemployed youth.

The Aragon (ES) project aims to design and test (on 20 unemployed young people) an intervention methodology, based on a dual apprenticeship model that combines vocational practice in companies (paid) with school-based training adjusted of the needs of the companies in the pilot. This will involve the development of the system and testing it in close collaboration with employers from two sectors (manufacturing/industry and the service sector). The pilots are six months long and the young people spend half a day in the company and half a day in a training centre.

F) Pathways to self-employment

Many of the Pilot Projects have put emphasis on promoting youth entrepreneurship. Most notable among these are the Valencia and Galicia projects from Spain which place the primary emphasis on helping young people to turn their business ideas into small enterprises.

The project from Valencia (ES) has established a comprehensive four-step programme which aims to provide 50 young people with the entrepreneurial tools, skills, practical knowledge, mentoring and training enabling them to set up their business. Activities offered to participants include multidisciplinary training, counselling, on-the-job training in companies, access to business incubators, support in drafting a business plan and individual mentoring from an entrepreneur in the same sector.

The Galician (ES) project seeks to support the labour market integration of 50 young people from rural areas by promoting entrepreneurship. Young people are provided with training and guidance to develop their business idea or employment project in line with their individual wishes. The training involves a practical component aimed at identifying potential opportunities in the localities concerned and establishing relationships with key actors (local employers, cooperatives etc.). Individual workshops are also arranged to guide the development of the business plan.

In the Veneto (IT) project, self-employment workshops will provide training on business development to small groups of five young people.

4. PROGRESS: FIRST EXPERIENCES AND EXAMPLES OF ACHIEVEMENTS

The Pilot Project actions are innovative approaches which can be tested and evaluated, and hence make an important contribution to evidenced-based policy-making in the area of youth employment. Should they be found successful, the actions could be continued and further developed in Member States as part of their YG schemes.

For these reasons, it is important to gather information on the progress made by the Pilots, highlight their achievements and challenges and identify key messages. This section starts off this process by offering a short overview of the progress made by the Pilots in the first 5-8 months. Importantly, first experiences – both challenging and rewarding ones – have been highlighted, together with snapshots of first achievements. The section has been structured according to the progress made in relation to:

- Partnership formation and working;
- Structural reform / improvements to transition and employment services for young people (for example in relation to new ways of working, new service models); and
- Activities and first outcomes for young people

4.1. Partnership formation and working

The Pilot Projects have **formalised their partnerships** through partnership agreements (apart from local agreements in the context of some regional projects), project management teams and steering committees. Most partnership committees **operate a regular schedule of monthly or bi-monthly coordination meetings**. Many projects, such as Cartagena (ES), Legnago (IT), Veneto (IT) and Ballymun (IE), have set up additional bilateral or thematic working groups to take forward specific aspects of the work which meet more frequently than the full project partnership. The Legnago (IT) project, for example, has created two specific taskforces: a local network for placing young people in work and another one on the development of strategies to address early school leaving. Some Pilots have had to allocate additional resources to the management and administration of the partnership to facilitate increased co-ordination of activity.

The **composition of the partnerships** depends on the goals and activities of the Pilots and the level of intervention (regional vs. local). Most Pilots have worked towards establishing **a broad public-private-third sector structure**. Such partnerships can ensure that solutions incorporate different needs, reach and recruit the intended target groups and strengthen the possibility of specific actions or activities to be sustained post-funding.

The network created by the Cartagena (ES) project is the first of its kind in the city, dedicated to education, training and employment of young people and involving public actors from all different levels (of government) as well as key representatives from private and third sectors.

The Ballymun (IE) Pilot has set up both local and national partnerships which largely mirror one and another in terms of composition and goals. The local implementation group is responsible for delivering and managing the project on the ground while the national one has the responsibility to draw out the lessons learnt and policy recommendations from the Pilot. The national working group will use the information and learning to feed into the revision of the national YG implementation plan and the roll-out of the national YG.

Securing attention and participation of private companies in the partnership committee is very important for many Pilots, especially when they are key stakeholders in the implementation. The Croydon (UK) project has set up a School and Employer Accord to ensure school and employer partners are signed up to joint working and open to full co-operation. The accords detail terms of reference and clear delegation of responsibilities within the partnership.

The **involvement of the employers' representative organisations** in the project partnership has been a key success factor for Pilots in countries where such organisations have strong local / regional representation. This approach is important to ensure that the activities are in-line with real employer needs in the short and long-term and it can also help the placement of participants into employment, or work placement, opportunities.

The Lazio (IT) project has been able to take the level of cooperation between local schools and companies to a whole new level as a result of the involvement of the chambers of commerce in the YG project partnership.

The Vilnius (LT) and Neamt County (RO) Pilots have been able to tap into the local employer pool in an exceptional manner as employer representatives are the ones leading the Pilots. As an example, all employers in the Neamt County have been sent a letter informing them about the Pilot Project and they have been asked to come forward to host and mentor young people participating in the Pilot. This has been possible thanks to the contact database of the Chamber of Commerce which is running the Pilot.

The **partnership working is yielding practical benefits** for both projects and individual partners alike. The first findings indicate that it enables partners to share information and viewpoints and thus work more efficiently and effectively.

Many partners of the Gijón (ES) project have a strong tradition of working alone and the YG partnership experience has led to some of the first cases of cross-administration working in specific fields of youth policy.

Following partnership meetings in Avilés (ES), the local PES has incorporated suggestions made by enterprises relating to young people's training needs. Their soft skills will be taken into account into the design of youth unemployment training and actions. In addition, one employer partner has amended its human resource management policies to include coaching methods.

The Vilnius (LT) pilot has identified shortcomings in the PES service in relation to young people so the project, led by the Vilnius City and County Business Employers' Confederation, is effectively operating a 'matching service' – a task which is normally done by the PES. This has been positively received by different groups that are involved. Participating employers have expressed satisfaction with the project due to the employees they recruit through the project. Participants are able to undertake a two-week placement in companies and this allows the employers to 'test' them before undertaking the recruitment process. In addition, the PES is satisfied with declining numbers of unemployed youth. Many young people are satisfied as they are able to find their first job and trade unions and youth organisations are pleased that they have increased their member and volunteer numbers.

The Ballymun (IE) project has used the partnership structure as a sounding board for ideas on how to address practical problems faced by the project and unemployed youth. Through this type of dialogue the project has identified and addressed potential and real employment barriers, including funding young, unemployed PES clients who wished to take up employment but would not be paid by the employer until they had worked for a month, or paying necessary expenses incurred to take up a job offer.

The largest employer partners of the Croydon (UK) project have already recruited and are in the process of training 30 volunteer mentors from partner companies to work with young people from the Pilot.

In the Neamt county (RO) project, which specifically targets young people who are about to leave the system of state care, partners have joined forces to address an important barrier – facing beneficiaries in accessing employment, namely, a lack of school certificates and expired

ID cards. Partners have put together database of the young people lacking such documentation and have worked together to contact schools and authorities to (re)issue missing qualification certificates and ID cards.

The **partnership formation stage has not been problem-free**. It is clear that the formation of a YG pilot partnership that is effective, efficient and working towards the same goals takes time. Many Pilots **under-estimated the time required** for this stage of the project. For example, establishing a common understanding among all partners of the goals of the partnership can be more time-consuming and laborious than anticipated. Two Pilots found that while on the surface all the partners appeared to be working towards the same goals, an on-going evaluation of the partnership practice itself revealed that some partners remained either confused or unclear about their role and / or the exact objectives of the partnership still a few months into the collaboration.

Initially, some partners may have even regarded the partnership as a financing mechanism, rather than **a strategic working method**, as they are 'used to' it being a requirement for funding. Sharing information regularly and as openly as possible is important. For these reasons it is important to have robust agreements in place from the start, that are based on shared and understood commitments, a clear definition of roles and responsibilities, and are supported by regular monitoring arrangements. These will secure the right level of commitment and ensure accountability.

The Gijón (ES) project have established a 'Memorandum of Understanding' stipulating clear roles and responsibilities. This was included in the initial planning of the project and requested for each partner. This has proved useful to ensure a shared commitment and political/organisational buy-in.

The Hartlepool (UK) project has sought the commitment of the partners by asking them to sign a pledge to support the delivery of the Pilot and more broadly, to offer traineeships, apprenticeships and work trials for local youth.

The Alba project (RO) has drafted a joint work plan with defined roles and responsibilities for all partners.

While many projects have praised the partnership approach itself in terms of its effectiveness and the relatively ease at which the partnership was formed, **many have found the actual process of keeping the momentum going hard**. Some key people from partner organisations may have dropped out after the first meeting(s) and been replaced by colleagues who do not hold similar decision-making powers. On a positive note, the composition of some Pilot partnerships has been expanded since the initial application to ensure all key interests are represented.

In the first few months of the Pilot actions the **collaboration between the Pilots and national YG coordinators¹² was limited** or it had not started. The project coordinators were supplied with a contact list for national coordinators after the First Coordination meeting in Brussels and they were encouraged to make the first contact and build links with national-level activities.

Cross-project collaboration is taking place in Spain where the Pilots have sought to build up links and share experiences with another one since the early days. Further information on cross-project collaboration will be sought during later stages of the evaluation.

4.2. Structural improvements to school-to-work transition and employment services for young people

The pilot projects have started to undertake a broad range of structural reforms during the first half (5-8 months) of the Pilot Action with the hope of achieving lasting positive changes. These range from the creation of new and the improvement of existing delivery service models to the development of new tools and support packages for unemployed and inactive youth.

¹² <http://ec.europa.eu/social/BlobServlet?docId=11490&langId=en>

The Gijón (ES) project has the ambitious goal of making significant **physical service improvements** to youth employment services by setting up a new centre dedicated on youth activation. The new Youth Employment and Activation Agency has since been set up to offer labour mediation services to young people. Specifically, an office has been opened, staff have been recruited, branding has been completed and the Agency has served its first clients.

Several other projects are pursuing **improvements to existing services**.

The Cartagena project (ES) has developed new, more sophisticated systems of referrals and follow-up between different agencies and organisations involved in the provision of youth employment and training services. The systems of recording information have been streamlined so that key agencies now use the same tools and computer software as the PES. The use of one database and identical protocols for recording data allows for improved sharing of information between different agencies and optimises the use of resources.

The Ballymun project (IE) has reformed the local PES service to deliver the promise of a good quality offer within four months of a young person leaving school or becoming unemployed. Over 300 offers of employment, continued education, an apprenticeship or a traineeship were made within the first four months of the launch. Related services have also been further developed in order to better serve the new pilot YG model and address a shortfall in capacity. For example, access to a state-funded work-based programme has been extended to the project's target group for the duration of the pilot.

All the UK projects have focussed on the post-16 education, training and employment sphere as a result of the recent and upcoming increases in participation age in education or training¹³. Due to the policy change and greater pressure on schools to monitor progression outcomes, the YG Pilots in Pembrokeshire, Croydon and Hartlepool have **developed and are currently testing new 'packages' of school-to-work transition services**, including mentoring and career guidance services, as well as work placement, traineeship and work preparation opportunities for this specific target group.

Three Pilots have the specific objective of **seeking long-term change by training professionals** involved in school-to-work transition / youth employment duties.

As part of the Avilés (ES) project, professional guidance counsellors at the local PES office have been professionally trained in coaching methods. They have started to apply their new knowledge and skills in guidance interviews with young people. The Croydon (UK) project has developed a mentor toolkit and has started to deliver mentor training to business volunteers who coach young people during their work placement.

The Tuscany project is seeking to modernise and improve the capacity of the PES to support NEETs.

Galicia, Valencia and Alba county projects have developed packages of services aimed at providing **entrepreneurship support** to young jobseekers.

The Galicia project (ES) has established a partnership and an entrepreneurship formula that seeks to prepare young people for self-employment through counselling, guidance, work placements in relevant sectors/fields and advisory group work sessions to analyse the feasibility of their projects. The Alba project (RO) has delivered entrepreneurship training to all its 80 participants. The training will be followed by an opportunity for the practical application of new skills through the setting-up of 16 training firms. Funding has been promised for four new actual start-ups.

Veneto (IT), Miechów (PL) and Croydon (UK) projects have **developed new tools** to support youth employment efforts.

The Veneto (IT) project has developed an evaluation tool to help employers make recruitment decisions. It has received positive feedback from employers.

¹³ The mandatory participation age in education and training was raised to 17 in 2013 and will be raised to 18 in 2015

The Miechów (PL) project has developed innovative activity entitled “You Can Work”, bringing local employers and students together to engage in “public” interview sessions. Responding to a real vacancy that a company was seeking to fill, interested candidates carried out their job interview in front of their peers. Ultimately, the best suited candidate was offered the job. This initiative served two purposes: (1) to give the employer the possibility to inform young jobseekers about opportunities in their company and the type of skills and competences that they are looking for, and (2) to give students the chance to get a real-life insight into the interview process.

The Croydon (UK) project has launched a new work credit and e-passport to employment scheme. Young people from the participating schools in Croydon will be provided with the opportunity to earn ‘work credits’. Work credits can be earned through any kind of work (paid or voluntary), i.e. a Saturday job, paper round, community service, traineeship. The credits will be formally recorded in the ‘e-passport to employment’ which will be provided to an employer at the job application stage or interview. The work credit scheme is a means of formalising work experience or work-based learning undertaken during a young person’s time in education, which is then linked to tangible employment opportunities upon leaving education. Eventually, the e-passport will be accessible on the Croydon Youth Service website.

Several projects are capitalising on **better data and experiences of others** to inform the design of their activities.

At least two projects (Veneto and Ballymun) have undertaken a desk review of YG and NEET practices in a selection of other European countries to inform the design of their own approach. The project team from Gijón have undertaken study visits to Birmingham, Berlin and Leipzig to understand the issues that these countries are facing and the solutions that work for them.

The Miechów (PL) project undertook a survey of 150 disadvantaged pupils at the start to inform the planning of the Pilot. In Aragon (ES), with a view to designing and piloting a model of dual education model, a survey of 400 young people and guidance counsellors has been completed and focus groups organised to understand where young people’s skills lie and identify the challenges that they face in entering the labour market. Moreover, 200 employer responses have been received.

The main challenges in the implementation of reforms have concerned **delays in the implementation of scheduled activities**. Some of the common causes have been administrative challenges, including delays in setting up initial agreements with partners in accordance with national/regional/local practices, later than anticipated formal signing of the EC grant agreement (and not being able to start the project without formal approval) and staffing problems (e.g. changes in the project management team, temporary employment contracts of project staff). An uncertain external environment (e.g. re-organisation and cost-cutting measures in the public sector) has also delayed implementation.

Many projects take place in cities and regions which have **experienced unprecedented cuts in mainstream services** for young people. This means that some of the partners do not have the same resources - human or financial - they used to have. While the YG funding provides additional resources and enables partners to test new services, which they may not have been able to offer otherwise, the cuts in mainstream services do have an impact on the overall framework of support.

Entrenched habits and beliefs also affect the extent to which new service models and ways of working are adopted by professionals working with young people. Some projects have reported **resistance on the part of teachers** to change their pedagogies or approaches to student support, while others have expressed **a concern over the resources and skills of PES advisers to cater for NEETs**.

Another key challenge for YG Pilots is related to **employer engagement**; how to engage employers and / or their representative organisations in the Projects’ activities in a meaningful manner. This problem is particularly acute in countries / contexts where employers do not have a strong tradition of investing in a Corporate Social Responsibility agenda youth agenda. In broad terms, **communication with employers** should focus on clearly articulating ‘what is in for them’ and outlining what support they can benefit from, the advantages of partnering with the PES, and the concrete steps / actions that they can take. There are a number of misconceptions among employers that need to be overcome, for instance, an employer who cannot offer a job can still be a valuable partner simply by

providing a one-day work experience to young people or taking part in mock interview days.

Other successful proactive strategies used by the Pilots to involve local companies in the partnerships are illustrated below.

Proactive outreach strategies employed by the YG Pilots such as Cartagena, Ballymun, Vilnius, Croydon and Galicia (for example), include:

- Breakfast meetings, visits, direct phone calls and presentations to local employers
- Vacancy surveys to gain a better understanding of local demand for labour and consultations of employers concerning recruitment needs
- Finding out what kind of recruitment help local employers want and how they could be persuaded to take on a young worker, as opposed to a more experienced one. This may involve reducing the risks associated with recruiting inexperienced workers by allowing the employers to take on young people as trainees first ('work trials')
- Showcasing the potential benefits of getting involved
- Offering a free 'recruitment package' (i.e. advertising vacancies, matching candidates, organising interviews, offering preparatory training)
- Tapping onto the employers' awareness of their role within their local communities and encouraging them to get involved within their CSR framework
- Offering employers a single point of contact at the local PES who helps them to navigate through all the potential services and incentives ('initiative overload') available to employers who take on young people
- Using existing employer and business representative contacts to open doors / facilitate introductions to other company and HR managers.
- Articulating a 'menu of options' that vary in the intensity of involvement for employers to engage with the pilot, ranging from mock interviews, HR presentations and participation in job fairs, through to the provision of job shadowing, traineeships, apprenticeships and jobs.
- Providing awards or another types of public recognition of involvement. In Gijón (ES), companies who are actively involved in supporting the project will obtain the hallmark of 'Enterprises Committed to Young People'.

4.3. Delivering Pilot activities for young people

In general terms, the Pilots have now completed their **target group and need analyses** and **the overall process of identifying and selecting participants**. Most Pilots are already **well into the delivery of activities and services**.

By the end of May (5-8 months into the implementation period, depending on the start of the project), **10 out of 18 Pilots had already engaged their target number of young people in their 'trial actions'**. The target size of the Pilot participant groups – **'test groups' - range from 20 to over 1,000 young people**. The target group sizes depend on a variety of factors, including the overall level of funding (including non-EU sources), the complexity of the support needs of the target group as well as the level of funding and time required for the building of a (new) service model. In this context, it is important to bear in mind that the projects have only 12 months to form their partnership, design their activities and test them.

Table 1. Targets for piloting / trialling with young people

Pilot Projects	Target size of the pilot group
Aragon, Avilés, Alba County, Croydon, Galicia, Neamt county, Valencia, Veneto	< 99
Cartagena, Gijón, Miechów	100 - 199
Hartlepool, Lazio, Legnago, Pembrokeshire, Vilnius	200 - 299
Ballymun	300+ >

Note: The intensity of activities offered to the young people vary from one project to another. Targets refer mainly to in-depth activities with young people; higher targets may exist for example for survey, awareness raising and information activities (e.g. in the case of Neamt county and Aragon). No target defined for the Tuscany project.

Most Pilots are using proactive methods to identify, reach and engage young people. Some are carrying out **cross-reviews of databases** and others are **using their partners and / or existing networks to get in contact with young people**. A number of projects are working closely with youth organisations who are already in contact with NEETs and are in a good position to recommend and refer potential participants.

Several Spanish projects (e.g. Avilés, Cartagena, Valencia) have worked with local NGOs as a way of identifying and having young jobseekers from vulnerable groups referred to their projects. The Valencia (ES) project has made an extra effort to contact NGOs who work with vulnerable groups – especially women and those at risk of social exclusion - to ensure that they receive information about the project.

The Gijón (ES) project has used ‘*dinamizadores de barrio*’ (street counsellors) to spread the word about their project to young people who are furthest from the labour market. Street work is also a feature of the Ballymun (IE) project. As part of their outreach programme, counsellors walk the streets four evenings a week to meet young people in their own environment and begin the process of building trust.

Multi-agency databases and NEET working groups / networks were used by the Avilés (ES), Pembrokeshire (UK), Hartlepool (UK) and Ballymun (IE) projects to refer young to the Pilots. For example, the Equal Youth Network – a network that meets each month and includes representatives from local and statutory agencies, including the PES, Department of Social Protection, youth organisations, substance misuse and community organisations – has referred 61 jobseekers to the Ballymun Pilot to date.

Once young people are recruited into Pilot activities the key is to keep them motivated and engaged. **Some Pilots have had participants dropping out**, which is partly a result of personal circumstances but it can also be a sign for projects of a need to further innovate and find ways of encouraging participants to stay on. The Cartagena (ES) project has offered a small scholarship to offset the costs involved in attending activities and has scheduled sport and recreational activities to keep young people motivated.

A number of Pilots have decided to provide **different services for different categories of young persons** in order to increase the attractiveness and responsiveness of their services. Some Pilots are doing this on the basis of age while others are distinguishing young people on the basis of ‘job readiness’. Such categorisation recognises the need to offer personalised services to young people and draw attention to the fact that young people aged 15-20 years for example have different needs and face different choices and obstacles than young people aged 20+ years.

A number of project seek to ‘**speak the same language**’ as young people in order to make activities/events more appealing and accessible. In the initial stages of Veneto region project (IT), a ‘cocktail event’ was held to engage NEETs and provide information on available measures. In this regard, the cocktail event, which initially was given a rather formal name was re-named “The Spritzer Opportunities” and attracted over 150 young people. The Ballymun PES has responded positively to young beneficiaries’ feedback on the content, style and tone of communication, by reformulating letters directed at the YG client base and making them more informative and positive, as well as shortening presentations and holding them later in the day and in a different venue.

The delivery of some Pilot Projects’ activities for young people have been **hindered by the poor attitude and / or poor employability skills of some participants**. In relation to former, it is not uncommon for young people living in areas with high levels of unemployment to feel ‘disenchanted’ with the PES and other public authorities. Some Pilots have reported high levels of ‘apathy’ among their target groups. With regard to beneficiaries’ lack of key employability skills (such as time-keeping skills, positive attitudes to work, interpersonal skills and ability to work in a team) among young people with all levels of education (e.g. from the low skilled to qualified graduates) has been underscored by several Pilot Project coordinators and employers alike. Accordingly, Avilés (ES) and Croydon (UK) projects delivered training on employability skills before allowing participants take part in employer-led activities. The Vilnius (LT) project coordinators have carried out a significant amount of background information and ‘chasing’ work to manage the

sometimes unrealistic expectations of young people (e.g. in relation to early career and salary position) and ensure they attend their meetings, arrive on time and are prepared.

Despite good progress in achieving, and in many cases exceeding, output targets, it is not uncommon for the Pilots to be **concerned about meeting their outcome targets**, given the low demand for labour. The list below provides a short overview of **positive outcomes delivered by a selection of the Pilots** to date.

Examples of first outcomes for young people include:

- 70 out of the 270 participants (26%) of the Vilnius project (LT) found employment immediately after their participation in the project.
- 361 young jobseekers attended guidance interviews with PES advisers during the first four months of the Ballymun (IE) project. Out of those, 75 have received an offer of work experience or employment, with 63 young people accepting the offer (84%). A further 121 jobseekers have been made an offer of education or training, with 89 people accepting it (73%).
- 19 out of the first 65 participants of the Cartagena project (ES) accepted an offer of education, training or employment immediately after the launch of the mediation service.
- In terms of entrepreneurial outcomes, two-thirds of the first 35 participants in Valencia (ES) have the intention to set up a business. It has been estimated that 22 of the Galicia project participants will go into self-employment once training is complete, with the remaining 25 being offered jobs by the host companies. There has been great interest on the part of host employers to employ participants from both projects, with four of the Galicia beneficiaries having already taken up such offers.
- In Legnago, all 203 young people who took part in motivational workshops have remained in learning. Furthermore, 3 out of the 47 young people taking part in a school-to-work workshop found a job at a company where they completed their placement.

In terms of soft outcomes, the Galicia (ES) project coordinator noted that participation has improved professional, personal skills (self-esteem, confidence) and social skills of participants. In addition, participants have more motivation to continue learning. The Vilnius (LT) and Hartlepool (UK) project coordinators highlighted the value of their projects in facilitating first access to employment, making the whole process of finding work more achievable and real.

5. FIRST MESSAGES

The general messages emerging from the first few months of the Youth Guarantee Pilot Action include the following:

- The Youth Guarantee Pilot Action is **supporting innovation and development in the school-to-work and youth employment arenas** by providing funding for local and regional Pilot partnerships to **develop and test key aspects of the Youth Guarantee model**.
- The new and improved service models developed and trialled by the Pilots have **the potential to make positive changes to** the way in which school-to-work and youth employment services are delivered to young people. These can yield benefits in both the medium- and long-term.
- The Pilots are providing **short-term 'relief'** to many localities running individual Pilot Projects by supporting students into positive post-school outcomes, finding work, education and training opportunities for young jobseekers, as well as improving the capacity and skills of individual professionals and organisations to work with NEETs.
- **So far, 3 218 young people have taken part in the Youth Guarantee Pilot Action** with positive effect on their employability. Many of them have been 'activated' for the first time since leaving school.

The first messages related to partnership formation and working include the following:

- Most Pilots are seeing clear, tangible benefits emerging from the partnership working. Partnership is not only beneficial but it is **an indispensable working principle of the Youth Guarantee** at all levels.

- Many Pilots have **learnt the hard way** that the **formation of effective and efficient Youth Guarantee partnerships with *right* partners takes time** and on-going monitoring and management are needed to maximise their potential.
- In the later stages of the Pilot activity, partnerships are encouraged to **reflect on the learning gained during the Pilot and plan concretely for future**, including for sustainability and scaling up.
- The Pilot Projects are encouraged to ensure that the outputs, outcomes, impacts and lessons from their activities are **recorded appropriately and disseminated** not only to key stakeholders in the vicinity of the Pilot but also at higher administrative levels.
- **Employer involvement** (individual employers and / or their representatives) in Youth Guarantee partnerships is proving to be not only beneficial but **imperative to their success**.

The emerging messages related to the structural improvements to the delivery of youth employment services are as follows:

- As the trialling and delivery of services is coming to an end, it is important for the Pilot partners to **review their monitoring and evaluation data** and **ensure the findings are incorporated into future activities**.
- Traditional, reactive approaches to employer engagement no longer suffice. Proactive and employer-friendly **employer communication and engagement strategies are a necessity** for Youth Guarantee partnerships (examples have been provided). The voice of young people should not be forgotten in this process.

The first messages related to the delivery of services for young people:

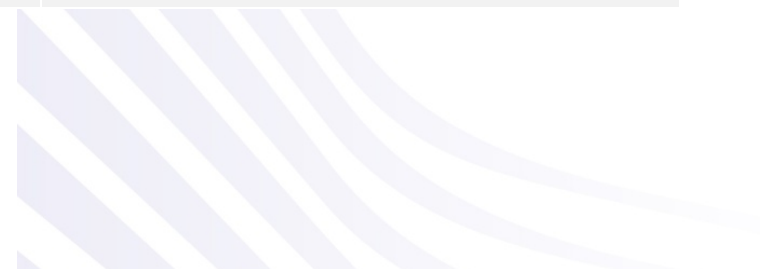
- The Youth Guarantee **marketing and information materials need to speak the language of their target group(s)**; this may mean changes to the content, style and tone of communication materials aimed at young people.
- Many Pilots are appropriately **capitalising on the specialist knowledge**, contacts and methods of their partners (youth organisations, other NGOs, multi-agency NEET committees) to carry out identification and outreach work.
- The Youth Guarantee partnerships need to be prepared to **address shortcomings in employability skills and attitudes** of some participants.

ANNEXES

ANNEX 1 – AN OVERVIEW OF THE PILOT PROJECTS

Project	Context	Overview of the pilot	Target group(s)	Main activities
<p>CATEGORY 1: Preparing young people - who are still attending full time secondary education - for transition into employment or further education / training</p> <p>PRIMARY TARGET GROUP: Young people in (final stages of) secondary education or training (note: other or secondary target groups may also exist)</p>				
Croydon / London (UK)	<ul style="list-style-type: none"> • Croydon is the largest borough in London. • It is home to the largest youth population in London and, simultaneously, one of the highest rates of youth unemployment. • The rate of youth unemployment in Croydon is 9.4%, compared to 6.8% in London overall. The proportion of long term unemployed is significantly higher than regional and national levels. • The situation is particularly pronounced in the borough's most deprived wards where unemployment rates are as high as 35%, and are over four times higher than national levels and over five times higher than regional levels. 	<p>The aim is to respond to employers' concerns relating to the mismatch between demand in the labour market and the skills of young school leavers. The project also seeks to ensure that all young people will achieve qualifications, participate in labour market relevant training and secure employment within four months of leaving full time education</p> <p>Specifically, the objectives of the pilot are to:</p> <ul style="list-style-type: none"> • Bridge the culture gap between education and business by establishing an employer-led partnership comprising of schools, employers, public bodies and NGOs working jointly to improve transitions from education to work. • Increase the number of young people entering employment from the age groups of 16, 17 and 18 by 70% (from target participant groups). • Address employers' demands for improved employability skills and improved standards of literacy and numeracy, and ensure training is labour market relevant. • Ensure work-based learning (WBL) produces tangible outcomes for pupils, students and teachers; align WBL to the labour market and, in particular, to high growth industries that are anticipated to drive economic growth. • Enhance the quality of WBL and employment opportunities available to young people and ensure equal access to such opportunities. • Support the schools to enhance their careers advice provision to enable improved decision 	<ul style="list-style-type: none"> • 75 young people in full time vocational training who are at risk of long-term unemployment. The pilot will focus on young people entering year 9 (aged 13), year 10 (aged 14), those in year 11 (16-17) and year 12 (17-18). It will target groups that are at high risk of exclusion including young people from workless families, young men (who are more affected than young women), young offenders and those with learning difficulties. Each school will have a YG pilot project "lead coordinator" responsible for identifying the students to take part in the pilot. • Over 20 teachers: The pilot will work with a group of over 20 teachers (between four and five teachers from each school). The cohort are likely to comprise specialist STEM teachers, career advisors and participants of the "Teach First graduates" government sponsored programme. • Five schools: Building the capacity of five schools in 	<ul style="list-style-type: none"> • Croydon School and Employer Accord: to ensure schools and employers are signed up to joint working and open to full co-operation. • A personalised employment action plan is developed in partnership with schools and employers for all students at risk of unemployment upon leaving school. • Young Intern Programme (YIP): In response to the call for work experience to be flexible and better linked to the labour market, a programme of extended work experience - the YIP - will be rolled out to year 9, 10, 11 and 12 students at risk of becoming NEET. The internships will vary in their length, from one day to two weeks, or one day every week for two to three months. • Work Credit Scheme and e-passport to employment. Young people will be provided with the opportunity to earn 'work credits' as and when they begin to participate in any work related experience and / or internship. Work credits could be earned through any kind of work (paid or voluntary). The credits will be formally recorded in the "e-passport to employment" which will be produced to prospective employers. • Teacher Internships (in companies) to equip teachers with a greater understanding of demands of employer. • Education Internships: employers have an opportunity to gain a greater understanding of the education system through work shadowing at schools. • Capacity Building Programme: A) Support for careers advice; complementary actions which support the careers information, advice and guidance that is currently delivered in schools; B) Employability Skills Training: A bespoke employability skills capacity building programme,

Project	Context	Overview of the pilot	Target group(s)	Main activities
		<p>making so that young people are certain, realistic and confident about occupational goals.</p> <ul style="list-style-type: none"> • Generate positive perceptions of young people and encourage businesses to recruit young people. 	<p>Croydon which have a high proportion of young people at risk of becoming NEET</p> <ul style="list-style-type: none"> • Six employers. 	<p>developed in partnership with employers to enable schools and teachers to a) understand employability skills and b) enable teachers to adopt new teaching methods on entrepreneurial skills / culture.</p> <ul style="list-style-type: none"> • The development of a best practice guide and toolkit for employer education partnerships.
Hartlepool (UK)	<ul style="list-style-type: none"> • Hartlepool is an old industrial town in the North East England and home to some 90 000 inhabitants. • Unemployment among 18-24 year olds stands at around 12.7% • Many of the project participants live in a small number of NEET 'hotspots': 73.4% of NEETs live in the most deprived wards. • The groups that are over-represented in the NEET cohort include teenage parents, those with learning difficulties and/or disabilities, looked after children (by the state), young offenders, etc. 	<p>The main aim is to prevent young people from leaving school early and becoming NEET and supporting all school leavers into positive outcomes (education, employment or training) within four months of leaving school (Year 11). The focus is on early, proactive action to prevent long term unemployment.</p> <p>Specific objectives include the following:</p> <ul style="list-style-type: none"> • To establish a Youth Guarantee Partnership with public/private sector employment services, local council, schools, employers, youth organisations and National Apprenticeship Service. • To make use of recently established early identification systems which flag up young people classified as being at high risk of disengagement. • To design and implement an individualised mentoring programme for young people classified as being at high risk of dropping out / not making a successful transition into further education, training or employment after Year 11. • To improve employability and enterprise skills of young people so they are prepared for work by strengthening cooperation between schools, career services, employment services, colleges, work based learning providers and employers. • Develop <i>Compacts</i> between schools, WBL providers and employers so as to improve pathways to apprenticeships and work. 	<p>The primary target group are 200 young people who attend Year 11 (aged 16-17 years) in one of the six secondary schools in Hartlepool and are identified as being most at risk of leaving early or disengaging from post-16 activity. This target group accounts for 20% of all students in Year 11.</p> <p>In broader terms, the project seeks to improve services for all 15-24 year old youths, including NEETs and other young people at risk of long term unemployment (see the 'Activities' column).</p>	<p>Provision of 30 hours of mentoring and support for 200 Year 11 students identified as being most at risk of disengagement. The support can include, for example:</p> <ul style="list-style-type: none"> • Regular one-to-one meetings with students to discuss their progress, concerns, problems and future study/employment options/plans. • Practical support such as additional literacy or numeracy training, help to prepare to take GCSEs, etc. • Encouraging to take part / finding a place at a summer school in one of the colleges. • Keeping in touch with students during the summer before the start of the post-16 learning (so as to prevent disengagement during the summer months). <p>Examples of other activities:</p> <ul style="list-style-type: none"> • Improving links between schools and employers for example by inviting local employers to give seminars and talks at schools, inviting local companies to give practical assignments for students so as to raise their interest in careers in the sector and having young people to work on their business plans at school which are then presented to the industry. Focus of these activities is on growth sectors and employers which are likely to yield WBL places or employment opportunities for local school leavers; • Working in close partnership to identify and encourage creation of apprentice places in local companies; and • Being present at career events.



Project	Context	Overview of the pilot	Target group(s)	Main activities
Pembrokeshire (UK)	<ul style="list-style-type: none"> Pembrokeshire is a rural county in the south west of Wales. The local economy is largely dominated by SMEs that do not have the capacity to large numbers of people. Health and social care is the biggest employer followed by leisure and tourism. The level of NEETs, aged 16 to 24 within Pembrokeshire, has risen from 3.8% to 4.2% within the past year. 	<p>The aim of this pilot project is to re-engage 15-25 year olds who are at risk of becoming NEET, or who are NEET, back into employment, education and training. Thus the project uses both preventive and compensatory measures to address the problem of youth unemployment.</p> <p>In addition, the project seeks to set up a partnership consisting of authorities (Pembrokeshire County Council 14-19 Services and Youth Services), FutureWorks, PES, youth groups and Pembrokeshire Business Initiative.</p>	<p>200 young people aged 15-25 who are at risk of becoming NEET, or who are NEET. These young people are either living in Pembrokeshire or in the travel-to-work areas of Pembrokeshire.</p> <p>Sub-target groups include:</p> <ul style="list-style-type: none"> 15-17 year olds participating in schools/FE provision (90 young people); 16-17 year old NEETS (45 young people); and 18-25 year old NEETS. 	<ul style="list-style-type: none"> Identification and engagement of young people by partner organisations (identification and referral processes established in order for organisations to refer to the project). Personalised individual mentoring of young people (each young person is provided with one to one support and a development plan produced and reviewed monthly / half termly as appropriate). Bite sized tasters of provision on offer (these are commissioned to meet the individual needs of the young people). Work tasters/placements (these are commissioned to meet the individual needs of the young people). Work clubs (young people are signposted to existing work clubs – financial assistance is provided to enable them to access the clubs). Job brokering / wage subsidy schemes. Career planning and progression (young people who are still in school follow a BTEC Work Skills award which incorporates a unit on career planning. This unit is tailored to meet individual needs and undertaken in collaboration with Careers Wales). Enterprise activities. Introduction to training/learning options (delivery in every secondary school of a multi-agency 'Choices' Careers and labour market information event to year 11 school leavers, who are 15 – 16 year olds). Provide links to VET, apprenticeships and employment. Employer events/presentations/ visits. Specialist support for those who have identified barriers e.g. drug and alcohol misuse.
Miechów (PL)	<ul style="list-style-type: none"> The Miechów district is a rural district in the south-east of Poland, with a population of 25 000. 	<p>The goal is to create and test a new Youth Guarantee partnership model in a city/region with the one of the highest level of youth unemployment in Poland.</p>	<p>The target group comprises 150 at risk students (125 public school students and 25 non-public school students), aged 15-</p>	<p>Examples of activities for young people:</p> <ul style="list-style-type: none"> Help young people to make decisions about their future education, training and work options by informing them about the local employment situation (e.g. what

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	<ul style="list-style-type: none"> At 58%, the district has one of the highest rates of youth unemployment in Poland. In comparison, the national rate is 38%. Generally speaking, young people in the area are less qualified than their peers in bigger cities. This is mainly a result of the lack of competition in the education sector, poorly designed training programmes and high rates of early school leaving. 	<p>The objectives include:</p> <ul style="list-style-type: none"> Setting up and testing a new model of cooperation (partnership) among local public, private and third sector organisations as well as student representatives, who are interested in developing young people's competences and skills, and The new partnership aims to bring education and the labour market closer together through providing young people (who are about to finish their second or third level education) with relevant competences and knowledge. This will help their integration into employment, education or training soon after leaving school and reduce the risk of unemployment. <p>It is hoped that a network of rural town councils who have an interest in young people's development could be established at the end of the project. It is also hoped that the model could be replicated by other cities/town/boroughs in Poland with a population of up to 25 000 as the district faces many of the same problems as other similar sized rural towns in Poland.</p>	<p>24, from second and third level schools in Miechów – areas where the rate of youth unemployment is above the national average.</p> <p>The participating schools are a representative sample. They include one private school, one gymnasium, one lyceum, and one school with a vocational profile (vocational school or secondary technical school).</p> <p>All local employers were contacted and encouraged to take part in the project.</p>	<p>employers are looking for, qualifications are required and areas of growth);</p> <ul style="list-style-type: none"> Organise promotional activities to inform young people about further education and training opportunities, including Education and Work Trade events that bring together young people and jobseekers with employers, private sector representatives, higher education institutions and employment agencies; and Develop methods that help young people to learn about, and develop, competences relevant to local employer needs (e.g. 'You Work' career planning and employment quiz and simulated interview competition) <p>Examples of partnership activities:</p> <ul style="list-style-type: none"> Meetings of the Council for Competence Development, which includes local businesses, SMEs, schools, public institutions and youth organisations. Carrying out a local information / advertising campaign encouraging local employers and other organisation, including NGOs, to join the partnership; and Organising information meetings and training sessions in schools and public authorities who are involved in the project.
Lazio (IT)	<ul style="list-style-type: none"> Lazio is a region in the central peninsular section of Italy, with a population over 5.5 million. The region is characterised by high unemployment and inactivity rates. The mixed picture of high inactivity rates, early school leaving and bottlenecks in the labour market point to the need for information and guidance to support 	<p>The project aims to enhance and complement existing partnerships and activities that are in place to facilitate the transition from school to work.</p> <p>This is done by:</p> <ul style="list-style-type: none"> Strengthening existing, and establishing new, forms of cooperation between education institutions (schools and universities), training centres, employers and employers' associations and public institutions, and Further developing job counselling actions and implementing new activation measures to support the transition of students from VET schools and technical institutes into employment. 	<p>The target group comprises 17-18 year old students of 10 secondary schools (technical institutes and VET schools) in Rome and the Province of Frosinone.</p> <p>The schools were selected because of already established links and working relationships between the education institutes and the Chamber of Commerce.</p> <p>The selection of students was driven by two factors: a) students in their last year of secondary schools have a final exam</p>	<ul style="list-style-type: none"> Identifying the provinces where activities will be implemented. This was done in cooperation with the Chamber of Commerce on the basis of their annual survey on employers' needs and labour market bottlenecks. Setting up the project partnership (the lead partner is Italia Lavoro – the technical/executive agency of the Ministry of Labour and Social Policies, three training institutions linked to employers' organisations and Vergata Economic Foundation - the research centre of the Economic University of Rome to provide policy, research and evaluation expertise). Design and implementation of activities for young people <ul style="list-style-type: none"> a) Orientation activities - career guidance, advice on self-assessing competences, making available

Project	Context	Overview of the pilot	Target group(s)	Main activities
	<p>young people in their education and career choices.</p>		<p>therefore teachers decided not to add more to their already busy schedule; c) teachers decided to target all students of the fourth year rather than make a selection as this could have been perceived as unfair.</p>	<p>information about job prospects and employers' needs etc.,</p> <p>b) visits to companies – to give students a first experience of the world of work, to see work processes and environments in general (the companies were selected according to the technical subjects of the school),</p> <p>c) 'Career days' – information events where students have the opportunity to talk directly with local employers and receive information on careers.</p>
<p>Legnago (IT)</p>	<ul style="list-style-type: none"> The project covers 21 municipalities in the Legnago area, in the region of Veneto. A key challenge in Legnago is the high level of early school leaving. Management of the problem made challenging by the lack of data on the problem, insufficient investment in and use of preventive measures to address the problem and lack of coordination of services in this area. 	<p>The overall aim of the project is to prevent early school leaving among 15-18 year old students who are at high-risk of dropping out.</p> <p>The specific objectives are:</p> <ul style="list-style-type: none"> To establish a local network of schools, authorities (municipalities, PES, social services), community organisations and employers which will work together on a long term basis to address early school leaving; To establish a permanent observatory of early school leaving in the area; To design a methodology to identify potential early school leavers and monitor drop-outs (e.g. how to identify students at risk, which indicators can be used, how dropouts can be followed and supported and by whom); and To provide municipalities with concrete guidelines on how to support students who are at high risk of dropping out (e.g. guidelines on what type of services can be offered, which local organisations can/should be involved). <p>The project thus has developed a preventive Youth Guarantee model, seeking to address risk factors (i.e. low qualification level) that could increase the probability of young people finding themselves as unemployed.</p>	<p>Students aged 15-18 from three partner schools identified as being at high risk of dropping out:</p> <ul style="list-style-type: none"> Path A: In total 210 students were identified as the core target group during the first stages of the project of which all 210 participated in the workshops organised by the project. Path B: Over 100 students were identified as potential candidates, of which 60 were offered a chance to participate in the workshops and undertake a traineeship in company/public sector organisation. 	<ul style="list-style-type: none"> The design and implementation of a methodology to identify students at high risk of early school leaving (A. identification of suitable indicators to measure the likelihood of students leaving school before acquiring a qualification; B. identification of students at risk of dropping out by using the indicators identified and one-to-one and group interviews; C. organisation of one-to-one meetings with potential participants to discuss the service/support offer; D. production of a methodological paper on how to identify potential early school leavers) The piloting of new services for at risk students: <ul style="list-style-type: none"> A) 'The motivational path' targets students aged 15-16. The path offered workshops with experts (psychologists, teachers, labour market experts, social workers) to motivate students. The workshops included open discussions about the personal experiences and problems students face in school and outside of school, explaining the importance of qualifications, etc. B) 'The school-to-work transition path' targets students aged 16-18. The path offers traineeships in private and public organisations. The first stage involved a series of workshops with a local education/employment expert where the students identified companies and sectors where they would like to pursue a traineeship. The chosen companies/organisations were then contacted to arrange a traineeship. Students undertaking a traineeship have daily contact with social services to monitor their progress and identify potential issues and they also attend monthly workshops with an expert.

Project	Context	Overview of the pilot	Target group(s)	Main activities
				<p>The establishment of the new local partnership between AULSS (the administration in charge of social services), 21 municipalities and three schools.</p>
Alba county (RO)	<ul style="list-style-type: none"> Alba is a county in central Romania. The central region has the highest rate of youth unemployment in the country (31.7%). 	<p>The ultimate goal of the project is to provide disadvantaged pupils from four high schools with a package of coordinated support services in order to prevent early school leaving and improve their chances of finding a job</p> <p>Objectives include:</p> <ul style="list-style-type: none"> Establish a county-level network involving different strategic stakeholders to provide the necessary infrastructure and know-how for the provision of integrated services. Create an online interactive platform to keep young people informed of the opportunities to study, work and share information about career paths and entrepreneurial skills. Offer career counselling services in schools. Develop entrepreneurial skills amongst young people. 	<p>80 students aged 15 – 19 years old from a total of four high schools displaying different rates of success at baccalaureate level, some very low (Blaj – 10.5%; Ocna Mures – 34.7%; Cujir-63%; and Alba – 80%).</p> <p>Most of the students are at a relatively high risk of early school leaving and unemployment. They were selected on the basis of socio-economic disadvantage and rate of success at baccalaureate level.</p> <p>The project will also train 16 teachers as career counsellors.</p>	<p>Provide career counselling to young people:</p> <ul style="list-style-type: none"> Creation of 'Job-clubs' inside the partner schools; the job-clubs will focus on the 80 targeted pupils, but they will be opened to all pupils after the pilot (there is also a plan to replicate these structures at the entire county level). This includes information about scholarships, jobs, internships and apprenticeship, EURES and on-site visits to local/regional employers; development plans for each of the targeted pupils; individual and group sessions of career counselling; Professional training of 4 teachers in each pilot school to become career counsellors (total of 16 career counsellor); Development of a guide on 'Methods and tools to help young people to self-assess and plan their career'; Creation of an online Vocational Centre for career assistance of young people (CVAT); one section will be dedicated to the project itself; one will be focused on the activities of the job-clubs; and one area will be on the virtual start-ups; and Monitoring of the activities undertaken by job-clubs by an expert in career counselling and development. <p>Development of entrepreneurial skills and relevant labour market abilities/experience amongst young people:</p> <ul style="list-style-type: none"> Training to develop entrepreneurial skills; it will use non-formal learning techniques and will be run by external parties with fresh views/experience in this field; Helping pupils to create and run their own virtual start-ups; Participation of the 80 pupils in internships organised by the local employer representative, public authority and schools inspectorate <p>Development of a support network for the labour market integration and career guidance:</p>

Project	Context	Overview of the pilot	Target group(s)	Main activities
				<ul style="list-style-type: none"> • Creation and operation of a county-level support network that provides support services for young people (e.g. through better communication between employers and schools; advertising internship/apprenticeship opportunities etc.); • Ensuring participation of strategic local players such as the PES, local school inspectorate, NGOs, employer association and four technical high schools; and • Agreeing on a common action plan to reduce the risk of early school leaving and youth unemployment.
Neamt County (RO)	<ul style="list-style-type: none"> • Under 25s account for a fifth of all unemployed people in the Neamt County. • In 2013, there were 60 377 young people under the age of 25 in state care in Romania. Out of this total, 3.2% were based in Neamt County. • Young people leaving the institutionalised state care system are particularly vulnerable to homelessness, have low social status, many display communication and behavioural problems, struggle to find permanent employment and lack (suitable) qualifications. 	<p>The project aims to create a partnership in Neamt County to support young people who are leaving, or are due to leave, the State care system. The institutional care system provides support for children and young people aged between 0 and 24, including students.</p> <p>The objectives include:</p> <ul style="list-style-type: none"> • Create an online platform where participants can find out about mentoring, internships and jobs; • Develop participant's communication and IT skills; and • Develop and implement a methodology of counselling and career guidance for the target group. 	<p>103 individuals in state care aged 16-24 were selected to participate in the initial needs analysis of the target population. These young people had just left, or were due to leave, the state care system at the time of the pilot project. The needs of the target group were identified using personal needs questionnaires, self-assessment fiches, individualised forms of career mediation etc.</p> <p>Out of these, 22 young people (aged 16-24) were selected to participate in the pilot testing of the proposed methodology. Later three dropped out for personal reasons and one new person was brought in so the pilot model is being tested with 20 young people. The sampled young people are at a higher risk of social and labour market exclusion.</p>	<p>Key activities include:</p> <ul style="list-style-type: none"> • Creating a new partnership, comprising the Chamber of Commerce and Industry of Neamt County, Ecoforest Association Neamt (non-profit/local NGO), General Department for Social Assistance and Child Protection (public local body), and The Prefect Office of Neamt County (public local body); • Designing the methodology for the social and professional integration of young people from the target group; • Dissemination of the methodology to county councils, town halls and any public institutions which come into contact with this category of young people; • Identification of the target group: setting up a database with young people in institutional care aged between 16 and 24; • Identification of the needs of the target group: setting up meetings with the target group; drafting research instruments (survey, evaluation forms, personal counselling fiches, personal development plan), information sessions with the target group; career guidance and elaboration of the professional plan for the young person; preparation for VET and mediation on the labour market; and • Design of the methodology for the labour market integration of young people after they have left state care. <p>Pilot with 20 young people:</p>

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				<ul style="list-style-type: none"> • Development of an online platform which provides information about offers of mentoring, internships and jobs; • Participation of the pilot group in at least one of the two courses of vocational training: IT and/or communication skills; • Five days of mentoring for each member of the target group with local employers/NGOs; and • Individual/group sessions of career guidance and counselling for each member of the pilot group following the completion of courses and mentoring.
<p>CATEGORY 2: Providing supported pathways into education, training or employment to NEETs PRIMARY TARGET GROUP: Unemployed or inactive youth</p>				
<p>Ballymun / Dublin (IE)</p>	<ul style="list-style-type: none"> • Located on the north side of Dublin; a population of 20 000. • An area of social and economic disadvantage. The youth unemployment rate is 54%, compared to 39% as a national average. • Over 750 young people aged 18-24 registered as job-seekers, with males accounting for two-thirds. Of those, over half have been unemployed for more than a year and a third for more than two years. • High prevalence of low educational attainment and unskilled and semi-skilled manual occupational backgrounds; only 17% of Ballymun young people 	<ul style="list-style-type: none"> • The project aims to develop and implement a Youth Guarantee scheme that will be piloted in one of the most socially disadvantaged areas in Ireland - Ballymun, Dublin. • The Youth Guarantee will guarantee access to career guidance/assistance leading to the identification of an individual career plan for the young unemployed person with follow-through to training, education, work experience or full-time employment. Depending on the needs of the young individual the steps in the career plan might include personal assessment, job search assistance, skills training, work experience internships, but the objective in all cases will be to lead the young person to an employment placement or further education or training. • A particular focus of the pilot Youth Guarantee scheme will be to involve, and build links with, employers in the locality and the immediate vicinity in order to ensure that the guidance and training elements of the Youth Guarantee scheme are tailored to the needs of the local labour market and to generate work 	<p>All unemployed people aged 18 to 24 years in Ballymun. It is proposed that the Youth Guarantee scheme will apply to an intake of around 90 young people per month (1 080 in total) drawn from two streams.</p> <ul style="list-style-type: none"> • All young people who register as unemployed at the Ballymun PES office during the period of the pilot (expected to be around 30 young people per month). The intervention will commence once the young person has established eligibility to a jobseekers claim. (Note: not all of the target cohort will require an intervention over and above an initial needs assessment). • Young people who have already been unemployed for some time. Currently, there are approximately 750 young 	<p>The pilot will include elements of assessment, guidance, education and training with a particular focus on providing a work placement opportunity with local employers as a route to permanent employment for young people aged 18 to 24:</p> <ul style="list-style-type: none"> • Induction and Counselling: The participants will be provided with a pre-participation induction to the various training and education options ('a group engagement session'). The aim is to, reinforce commitment and contribute to positive outcomes. Within a few days of this session, each young person will have a one to one interview with a guidance counsellor. • Basic Skills Development: Core modules of the programme will include literacy, numeracy, IT and interpersonal skills. A group project may be chosen based on common group interests, if any have emerged during the initial Individual Assessments e.g. gardening, fitness. Partners will also work together to ensure that a comprehensive programme is supported by self-esteem/motivation building, continued career planning, realistic work/training previews (in the form of field trips, guest speakers etc.). • Preparing for Education or Training: This is aimed at participants who are ready to start looking at training/education options that will assist them in accessing employment and starting their career.

Project	Context	Overview of the pilot	Target group(s)	Main activities
	<p>have any post-leaving certificate qualifications, and only 9% have a degree or higher.</p>	<p>placement/experience opportunities for participants.</p> <ul style="list-style-type: none"> An overarching aim is for the lessons learnt and policy recommendations to feed into the national Youth Guarantee implementation plan due to be reviewed in 2015. 	<p>people who are registered as unemployed in Ballymun. This group will be targeted for intervention at a rate of around 60 participants per month over the lifetime of the pilot.</p> <p>There are three priority groups:</p> <ul style="list-style-type: none"> Young people who left school with primary certificate or less (no qualifications); Young people who have a Leaving Certificate and/or good work experience; and <p>Young people with tertiary education.</p>	<p>Coursework could be delivered with a combination of classroom training and field trips. This type of programme will run in conjunction with local education and training providers as a stepping-stone into their mainstream courses. The programme may include modules on communication, IT, information on the college/training centre, available support, case studies, field trips to universities etc.</p> <ul style="list-style-type: none"> Access to Flexible Funding Support to support participants: The pilot will provide an amount of funding that will be used a flexible source to support participants to progress within the elements of the Youth Guarantee scheme that is not funded by existing labour market programmes or resources. Links with Employers and Work Placement: Work experience placements will be offered for participants who are deemed placement-ready. With this step, the primary aim will be to provide a work placement as part of an individualised client progression plan that is regularly monitored and reviewed. The timing and duration of these and the organisations / companies will be determined following contact and consultation with employers. "Blended Learning Model" provides a four to six weeks experience that combines both work experience in a partner organisation (e.g. Tesco) and in-class training delivered by a local education provider (e.g. Skillnet), which takes place in the employer's premises, and leads to a recognised qualification. This model existed before the pilot but is currently being developed and extended to new areas (e.g. hospitality, retail, warehouses). Partnerships Development: The project includes both a national and local partnership structure to manage implementation and to ensure that the lessons from the implementation of the local pilot feed back into national policy. The National Steering Group is made up of key departments and agencies that will play a role in the implementation of the national Youth Guarantee scheme. The Local Implementation Team comprises representatives of relevant stakeholders, including

Project	Context	Overview of the pilot	Target group(s)	Main activities
				representatives of education, employment and social authorities, the business community and young people.
Aragón (ES)	<ul style="list-style-type: none"> Aragon is an autonomous community located in north-eastern Spain with a population of 1.3 million. The rate of unemployment among 16 to 24 year olds is over 50%. High number of low qualified young people: over 50% lack secondary level qualifications. High number of young people working in low skilled occupations - over a third of new jobs (38.5%) for under 25 year olds were in four key occupations: waiters, labourers, farm workers and retail/sales assistants. 	<p>The goal is to design and pilot a new intervention methodology for the youth employment agenda, based on the dual education model of combining periods of (paid) workplace and school-based training.</p> <p>The methodology will be designed to suit the different profiles of the target group, and private employers from a variety of different sectors. Education and training providers, both academic and vocational, will also be involved.</p> <p>The methodology will be tested on 20 young unemployed people.</p>	<p>Unemployed and low qualified young people (young people with poor vocational skills) aged 16 to 25 living in the Autonomous Community of Aragon.</p> <p>Up to 20 unemployed young people will take part in a pilot activity aimed at testing the new methodology.</p>	<p>Design and development of the system of dual education:</p> <ul style="list-style-type: none"> Analysis of personal and skills profiles of young people in the region and identification of the main categories (profiles) of unemployed young people; Analysis of existing education and training resources in the region; this includes identification of training resources suitable to the dual model of education and identification of education and training providers that are interested in the model; Analysis of the economic fabric of the region in order to identify priority sectors and identify and involve companies interested in taking on young trainees from dual training courses; Information and awareness raising seminars with companies to inform them about the benefits and value of dual training; Testing the pilot dual systems with 20 young people in close collaboration with employers (the pilots may potentially deal with manufacturing / industrial sectors and the service sector; they are expected to be up to six months long and the young people spend half a day in the company and half a day in a training centre); and Revision of the methodology of the dual system on the basis of the pilot activities.
Avilés (ES)	<ul style="list-style-type: none"> A city with a population of 83 400 in the Region of Asturias (North of Spain). The economy based on the service sector (69.1%). The youth unemployment rate is around 47%, one of the highest in Europe. Precarious jobs and temporary contracts are 	<p>The aim is to implement a programme called 'Coaching for youth employability'. The objectives are to:</p> <ul style="list-style-type: none"> Set up a multi-stakeholder partnership which includes all relevant stakeholders involved in youth employability, and Establish a coaching scheme to provide young people with individual and group support in order to equip them with the knowledge, skills and competences they need to enter the labour market. As part of this scheme, six 	<p>30 young people aged 16-24. Two key target groups:</p> <ol style="list-style-type: none"> Young people with no qualifications and at risk of school failure and early drop out. Young people with qualifications whose competencies are not adapted to the requirements of IT companies. 	<p>Activities related to young people:</p> <ul style="list-style-type: none"> Drafting education and employment plans for young people; Group mentoring / counselling; One to one interviews with professional guidance counsellors and tutors; and Six month work placements in companies. <p>Set up a partnership between enterprises, youth organisations, educational centres and the Aviles City Council (project leader).</p>

Project	Context	Overview of the pilot	Target group(s)	Main activities
	<p>negative conditions that bring vulnerability and social exclusion to the labour market in this region.</p>	<p>month work placements in companies will also be provided to participants.</p> <ul style="list-style-type: none"> Youth empowerment is a distinctive theme across the project. Young people will participate in the design, implementation, monitoring and socialisation processes of the project. Their views will be taken into account adapt the activities and actions to their needs. 		
<p>Cartagena (Murcia) (ES)</p>	<ul style="list-style-type: none"> The region has a high early school leaving rate: the rate in the region of Murcia stood at 35.5% in 2010, against the national average of 28.4. High level youth unemployment in the region: 76% among 16-19 year olds (against national average of 69%) and 46% among 20-24 year olds (against national average of 44%). Young people in the region are over-represented in part-time and fixed-term work. In Cartagena, 2 698 young people aged between 16 and 24 were registered as unemployed in March 2012. This represents 11.7% of all total unemployed people in the municipality. 	<p>The goal of the project is to set up a new network which works together to integrate unemployed young people into employment, education or training within four months of leaving school or becoming unemployed/inactive.</p> <p>Key objectives:</p> <ul style="list-style-type: none"> To establish a network that ensures effective team work across agencies, bringing together the current resources offer within the municipality. The project is also raising awareness of the services that are currently on offer to support young people. Provide holistic support to young people through a multidisciplinary team with experience of working with young people. The support provided will be tailored to the needs of the young person. The 'personalised pathways' will address the different factors that challenge the social, education and labour market integration as well as the successful transition towards adulthood. Each case will be carefully considered in order to provide effective solutions and an efficient use of the resources available. Improve the job and training intermediation services, understood as an improvement in the cooperation between the PES and employers, in terms of identifying job opportunities and establishing agreements to improve the offer for apprenticeships, 	<p>120 young unemployed people aged 16-24 who have not been involved in any training of more than 250 hours within the last year at the start of the project.</p> <p>Three key target groups:</p> <ul style="list-style-type: none"> 60 young people who are about to finish compulsory education (selected by the education institution involved in the project); 40 unemployed youth registered with the PES (selected by PES), and 20 hard to reach NEETs (identified and selected by Youth organisations). 	<p>Establishment and consolidation of a network of key agents in the territory</p> <ul style="list-style-type: none"> Meetings with the project implementation network and coordination committee; Design tools and protocols to support the coordination; Two learning seminars / training for the key members of the team ; and A one day training session for all guidance (work and education) related counsellors working in the city of Cartagena. <p>Direct support to young people:</p> <ul style="list-style-type: none"> Individual interviews and support; Group sessions to develop different skills and peer support; Workshops to develop skills and competences: ICT, communication, creativity, English, job search etc.; and Signposting young people to other services, ensuring clear coordination across service <p>Job and training intermediation services:</p> <ul style="list-style-type: none"> Interviews and contacts with local employers to find out about vacancies / upcoming jobs; Breakfast meetings with entrepreneurs (group meetings with business owners); Visits to local companies; and Incentives to create opportunities for young people in the companies <p>A seminar will take place to highlight experiences from existing Youth Guarantee initiatives to inform those that are</p>

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		internships and any other options for on-the-job learning.		involved in the design and running of the Youth Guarantee scheme
Galicia / Spain	<ul style="list-style-type: none"> As in the rest of Spain, young people have been extremely affected by the crisis and experience a high level of unemployment. Rural areas are also facing an exodus of young people to the cities. The two localities were chosen because of the high number of young people who have left these areas, as well as for its potential to provide opportunities in areas such as tourism, agricultural diversification and care services. 	<p>The project aims to support the labour market integration of young people in rural areas by promoting entrepreneurship and self-employment. The project is also expected to contribute to revitalising these rural areas by identifying and maximising the local resources available.</p> <p>The project recognises the value of harnessing local resources to promote job creation; innovative ways to provide training through real life experiences and contact with local people and inter-generational learning.</p> <p>The project brings together all of the key public, private and NGOs actors that are involved in the labour market integration of young people and also promoting local employment development in the territory. These include Provincial, Regional and local authorities responsible for employment of young people and local development, Adterra (private organisation that supports local development), Federation of Agrarian Family Schools for Local development, Association of Young Entrepreneurs of Bergantinos, Association of rural female entrepreneurs, and Association of 'Seniors' (retired or part-retired people).</p>	50 young people aged 18-25. The target group is young people who are completing a professional qualification, those who have completed a professional qualification and are unemployed and those without any professional qualifications.	<p>The first stage of the project involves the recruitment of the participants.</p> <p>As part of the second stage of the project, young people are provided with training and guidance to develop their business idea or employment project in line with their individual needs. The training involves a practical component aimed at identifying the potential opportunities in the localities concerned and establishing relationship with the key actors (local employers, cooperatives etc.).</p> <p>The third stage of the project consists of individual workshops to guide the development of the business plan.</p> <p>The ultimate goal is that 40-50% of project participants find employment at the end of the project, and for all of the participants to improve their employability.</p>
Gijón / Asturias (ES)	<ul style="list-style-type: none"> The largest city and municipality in the region of Asturias (North of Spain) with a population of 275 000. A maritime city with an important port; the economy is mainly based on tourism, steel industry, science and engineering, agriculture and fishing. 	<p>The goal of the project is to set up a Youth Employment and Activation Agency, which functions as a hub for services for 15-30 year olds NEETs to ease their access to workplace training, employment, education and training. The Agency acts as a link between different resources and programmes developed at a local level for young people.</p> <p>The project also aims to create a recruitment agency to work with employers to identify and advertise employment opportunities for young people</p>	<p>The target group is made up of 100 unemployed NEETs aged 16-30, especially those with lower education levels as they are the ones who experience more difficulties when trying to enter the labour market.</p> <p>The target group has been divided into three specific groups:</p> <ul style="list-style-type: none"> Highly educated young people; 	<p>Services for young people:</p> <ul style="list-style-type: none"> Identification and recruitment of young people to the project through marketing activities (leaflets, visits to schools, etc.) and recruitment of outreach workers ('dynamising agents') who will approach hard to reach, disillusioned young people who are outside mainstream services. Group counselling sessions, dealing with topics such as: coaching (discussing barriers to the labour market); volunteering (informing participants of local volunteering opportunities, the benefits of volunteering, certification opportunities related to voluntary work under the 'Youth Pass' initiative); entrepreneurship

Project	Context	Overview of the pilot	Target group(s)	Main activities
	<ul style="list-style-type: none"> The youth unemployment rate is around 45%, double the EU average. 		<ul style="list-style-type: none"> Young people with medium qualification level; and Young people without qualifications (only secondary education). 	<p>(highlight self-employment as another way to enter labour market); and IT (to test and improve the IT skills of participants).</p> <ul style="list-style-type: none"> One to one coaching to discuss and design an individual training and employment plan. Advertise and help young people access jobs, internships and apprenticeships, in particular offer workplace training for young graduates lacking work experience. <p>Other activities:</p> <ul style="list-style-type: none"> To set up a Youth Employment and Activation Agency which functions as a hub for services for 15-30 year olds NEETs To set up a recruitment agency (established in February 2014) to work with employers to identify and advertise employment opportunities for young people – the first of its kind in Gijón Set up of a multi-agency “steering committee” to oversee the drafting, implementation and monitoring of the project (partnership), made up of local economic, education, training and employment agencies, employers association and representatives of young people Provide secondary high schools with better information on local labour market trends, needs and requirements
Valencia (ES)	<ul style="list-style-type: none"> The Valencian Region is an autonomous region of Spain, with approximately 5 million inhabitants. Nearly 76.3% of the working population is employed in the service sector. The rate of unemployment among those under 25 years of age is 62.66%, and 	<p>The main aim is to form a new partnership of which services can equip young people between 18 and 24 years of age with entrepreneurial skills and tools and practical knowledge that can help them to set up their own business.</p> <p>The project will establish a public/private partnership consisting of public authorities, associations of entrepreneurs and young entrepreneurs, youth organisations, a university and NGOs.</p>	<p>The project is aimed at 50 young people between 18 to 29 years of age. There are two main sub-groups:</p> <ul style="list-style-type: none"> Young people who have been unemployed for at least six months; and Young people who have just finished university or VET and are unemployed. <p>The project will encourage participation of women and young</p>	<ul style="list-style-type: none"> Recruitment of participants: Recruitment of the target group has been done through a big dissemination campaign making use of the different partners’ databases. An extra effort has been made to get in touch with NGOs working with different vulnerable groups to ensure that information reaches young people from minority groups. Selection of participants: this was made through an online test and a personal interview to get an idea of the profile of candidates and their entrepreneurial aspirations. Over 200 people registered through the online registration form.

Project	Context	Overview of the pilot	Target group(s)	Main activities
	<p>77.02% among 16 and 19 year old young people.</p>		<p>people from groups at high risk of social exclusion (such as Roma).</p>	<ul style="list-style-type: none"> • Education and training: A multidisciplinary training programme which aims to develop participants' competences, attitudes and skills related to self-employment and, in general, to foster their self-esteem. The training includes on-line and classroom based courses on communication, self-presentation, self-employment / entrepreneurship and social enterprise. The last part of the training will include a two week (or longer) period of practical training in companies. • One to one counselling on the subject of entrepreneurship to help participants to plan for and draft their business plan. • A business incubator will be made available for young people who decide to pursue their business idea. The incubator will be a work space with the necessary infrastructure and it will be available for (at least) three months. • Young entrepreneurs with business experience in similar/same sectors will mentor new entrepreneurs during the set-up phase of their new business. In addition, networking meetings between participants and tutors will be organised.
<p>Veneto (IT)</p>	<ul style="list-style-type: none"> • The project takes place in the Veneto Region, in the North-East of Italy. • In 2009 the proportion of 15-24 year old NEETs in Veneto was 11%, among the lowest in Italy. • The area has witnessed a strong increase in the NEET rate between 2009 and 2012; the rate has risen to 16%. 	<p>The objectives are to:</p> <ul style="list-style-type: none"> • To pilot a methodology to identify and reach NEETs; • To build expertise and capacity of the Veneto Lavoro Observatory on NEET issues; • To build a network of experts on NEET issues inside the Veneto Lavoro Observatory, by establishing a Permanent Committee in charge of coordinating policies and actions to the issue of NEETs in the area; and • To pilot specific actions/measures for NEETs in the province of Treviso. <p>Activities carried out under this project are preparatory and capacity building activities in relation to addressing the problem of youth unemployment.</p>	<p>The target group of the project are NEETs aged 15-24 in the Veneto Region.</p> <p>While the preparatory analysis included all NEETs in the Region, the specific activities were implemented/piloted in the province of Treviso.</p> <p>For the preparatory study, NEETs were identified by analysing different regional databases (e.g. PES). The Region has a strong data infrastructure capacity.</p> <p>Different multimedia / social media channels and leaflets were</p>	<p>The project includes the following activities:</p> <ul style="list-style-type: none"> • Analysis and assessment of NEETs in the region; • Establishment of a Permanent Committee to take charge of policies and activities focused on NEETs; and • Project partnership creation: Veneto Region, Provincial Administration of Treviso, Regional School Office, representatives of technical schools and training organisations and university. <p>Activities directed at NEETs:</p> <ul style="list-style-type: none"> • Information and guidance tools: website (http://www.iniziativagiovaniveneto.it/), Facebook, Twitter, leaflets, videos; • Two public events to provide information on available measures, carry out motivational activities and engage with NEETs;

Project	Context	Overview of the pilot	Target group(s)	Main activities
			used to reach potential participants.	<ul style="list-style-type: none"> • Visits to enterprises and school (to show young NEETs working processes and work environments); • Two-week orientation and training placements (for 15-16 year olds); • Work placements of four months; and • Self-entrepreneurship workshops (training on business development is offered to small groups of five)
Tuscany (IT)	<ul style="list-style-type: none"> • Young people have been hit particularly hard by the crisis: the rate of youth unemployment grew from 13.7% in 2007 to 24.9% in 2011. • The problem is exacerbated by the lack of good quality training and internship places. 	<p>The goal is to reduce the number of NEETs in the Tuscany region by:</p> <ul style="list-style-type: none"> • Obtaining a better understanding of the NEET population; • Designing and piloting new tailored services and intervention models to support NEETs; and • Supporting the improvement of PES services for young people, especially in relation to NEETs. 	NEETs aged 15 to 25; the target group has been divided into sub-target groups of 15 to 18, 19 to 22 and 23 to 25 year olds.	<ul style="list-style-type: none"> • Designing and piloting a model for the identification of NEETs (through triangulation and sharing different PES/school/provider databases on young people) and a procedure for contacting and involving them. • Analysing the needs of NEETs in the region. • Enhancing the capacity of the PES to deal with NEETs, for example by fostering innovation and modernising and tailoring existing services for the NEET group. • Establishment of a new partnership.
Vilnius (LT)	<ul style="list-style-type: none"> • The project takes place in eight municipalities of the Vilnius County. • The youth unemployment rate is 13.9% in the Vilnius County in 2013, a decline from 22.4% in 2012. 	<p>The aim of the project is to develop a new, strong partnership among employers, trade unions, education institutions, PES and youth organisations to ensure that young people make informed decisions about further education/training/work opportunities and they are aware of the services available to them when they leave school. It will offer employers an opportunity to fill their labour and skills shortages through exploring the suitability of potential recruits during the work placement experience.</p> <p>Specifically, the project seeks to create a combined motivation / internship scheme for unemployed young people to prepare them for the labour market and chances of finding a job.</p> <p>The model has already been piloted / tested by the project partners on 20 unemployed young people and was found to be a success.</p>	<p>The target group is composed of 200 (mostly) unemployed young people in the Vilnius county (eight municipalities).</p> <p>The target group will include both low and highly skilled young people (students, graduates, low skilled and low qualified young persons and unemployed youth).</p> <p>Young people are identified and recruited to the project by three different partner organisations, so as to ensure the project reaches young people from different backgrounds: PES (labour exchange), youth organisations and trade unions (but 80% of the young people are recruited through the PES).</p>	<p>Motivational programme in a form of lectures by different project partners (24 motivational seminars, three seminars in each of the eight municipalities):</p> <ul style="list-style-type: none"> • The first seminar on the development of entrepreneurial skills and motivation to look for a job, be interested in the world of work, and the importance of personal responsibility. • The second seminar on the job search process (i.e. filling in applications, CV, interviews, searching for vacancies) where the young people also complete a questionnaire about their skills, qualifications, job aspirations, and employers present themselves, their companies, vacancies and positions they are looking to recruit for. • The third seminar on career guidance, which consists of individual guidance sessions with each young person where the possibilities for their work placement are discussed, based on the results of their questionnaire and current employer demand. Usually, one to three options for work placements are discussed and one is

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			<p>Employers are recruited through the local employer organisation (the lead partner of the project), as well as direct contacts with key employers in the local municipalities.</p>	<p>chosen. A work placement contract is then concluded and the work placement starts.</p> <p>The seminars rely on both group exercises (60% of the time) and theory (40% of the time).</p> <ul style="list-style-type: none"> • Two to four week unpaid internships in partner companies. The time period was chosen because it is considered to be sufficient for both employer to see whether the young person would fit the requirements of the job and for the young person to see whether they would like to continue in the chosen job. • Events on various issues around youth employment: two open discussions, two round tables, two conferences at the end of the project, including a final conference planned at the Lithuanian Parliament.



ANNEX 2 - CONTACT DETAILS FOR PILOT PROJECT COORDINATORS

Project location	Name of the project	Contact details	Websites
Ballymun / Dublin - IRELAND	Ballymun Pilot Youth Guarantee (BYG)	Paul Carroll E: paul.carroll@welfare.ie T: +353 (01) 8581149 / +353 0872373091	www.youthguarantee.ie
Vilnius - LITHUANIA	Establishing a partnership to set up a youth guarantee scheme in Vilnius region	Ramune Mereckiene Email: ramuneldf@gmail.com Phone: +370 699 09147	www.vvdk.lt ; http://vvdk.lt/news/141/22/Projektas-Partnerystes-sukurimas-Jaunimo-garantiju-schemos-ikurimui-Vilniaus-apskirtyje.html www.lps.lt www.pvmc.lt (http://www.pvmc.lt/43.html) http://www.ldb.lt/TDB/Vilnius/Apie/Naujienos/UserDisplayForm.aspx?ID=573
Miechów - POLAND	Establishing a partnership to set up Youth Guarantee scheme in Miechów region	Anna Pawlak E: anna.pawlak@sen-meritum.pl T: + 48 698 691 075	
Alba County - ROMANIA	Establishing a partnership to set up a Youth Guarantee scheme in Alba County	Lenica Bucur E: programe@cjalba.ro T: +40 258 812 304	www.cvat.ro
Neamt County (RO)	Stabilirea unui parteneriat pentru realizarea unei scheme de garantare pentru tineret in judetul Neamt	Mihaela Constantinescu E: miovisto@yahoo.com ; ccint@ccint.ro T: +40 233 216663; +40 371 407477	www.youthguarantee.ccint.ro
Croydon London - UNITED KINGDOM	Youth Guarantee Scheme Pilot Project	Tony Slonecki E: Tony.slonecki@capitalsouth.org T: +44 (0) 208 395 3322 Tope Hunter E: Tope.hunter@capitalsouth.org T: +44 (0)208 395 3223	www.capitalsouth.org
Hartlepool - UNITED KINGDOM	Youth Guarantee Scheme in Hartlepool	Patrick Wilson E: Patrick.wilson@hartlepool.gov.uk T: +44 01429 523517/ +44 07920743283	
Pembrokeshire - UNITED KINGDOM	Youth Guarantee	Catherine Morgan E: Catherine.morgan@pembrokeshire.gov.uk T: +44 (0)1437 770188 / +44 (0)7767006158	
Lazio - ITALY	Establishing a partnership to set up a Youth Guarantee scheme in Lazio Region	Adriano Maria Meucci E: ameucci@italialavoro.it T: +39 06 802 44 614	

Legnago - ITALY	Establishing a partnership to set up a Youth Guarantee scheme in the local area of Legnago A.U.L.S.S. 21	Giuliana Mantovani E: giuliana.mantovani@aulsslegnago.it T: + 39 044 262 2552	www.aulsslegnago.it
Veneto - ITALY	Establishing a Youth Guarantee scheme in Veneto -YGV	Simonetta Mantovani E: simonetta.mantovani@regione.veneto.it T: +39 0412795305	http://www.iniziativagiovaniveneto.it/ https://www.facebook.com/iniziativagiovaniveneto
Tuscany - ITALY	Establishing a partnership to set up a Youth Guarantee scheme in Tuscany	Francesca Giovani E: settorelavoro@regione.toscana.it T: +39 055 4382083	
Aragón - SPAIN	Establishing a partnership to set up a youth guarantee scheme in Aragón (Garantía Joven Aragón)	Carolina Alvarez Martín-Ballester / Confederación de Empresarios de Aragón (CREA) E: calvarez@crea.es T: + 34 976 46 00 66	http://www.garantiajovenaragon.com/objetivo/
Avilés - SPAIN	Establishing a partnership to set up a youth guarantee scheme in Avilés: Coaching and support for youth employability.	María José López Bartolomé / Avilés City Council E: mjlopez@ayto-aviles.es T: +34 985 51 14 77	www.garantiajuvenilaviles.es
Cartagena (Murcia) - SPAIN	Garantía Juvenil en Cartagena (Establishing a partnership to set up a Youth Guarantee scheme in Cartagena)	Francisco García-Valenzuela López E: fvalenzuela@ayto-cartagena.es T: +34 968 128 977 Antonio Ortiz García-Vaso E: antonio.ortiz@ayto-cartagena.es T: +34 968 128 977	http://adle.cartagena.es/garantiajuvenil
Galicia - SPAIN	Garantía Juvenil "Aval Jóvenes"	Yolanda Otero Balsa E: yolanda.otero.balsa@xunta.es T: +34 981544821	http://xuventude.xunta.es/2014011712353/proxecto-aval-xovenes-o-traballo-dos-xovenes-aval-para-o-futuro-dos-territorios-rurais.html http://xuventude.xunta.es/2014011712353/proxecto-aval-xovenes-o-traballo-dos-xovenes-aval-para-o-futuro-dos-territorios-rurais.html https://twitter.com/search?q=aval%20xovenes&src=typd https://www.facebook.com/xuventude.net
Gijón / Asturias - SPAIN	Establishing a partnership to set up a Youth Guarantee scheme in Gijon	Teresa González García E: tggarcia@gijon.es T: +34 985181573 Joaquín Miranda Cortina E: jmiranda@gijon.es T: +34 985181585 Co-Project Coordinators: Agencia Local de Promoción Económica y Empleo - Ayuntamiento de Gijón, c/ Avelino González Mallada nº 27 - 33204 Gijón - Spain	http://empleo.gijon.es/page/13332-agencia-de-activacion-juvenil

Valencia - SPAIN	Establishing a partnership to set up a Youth Guarantee Scheme in the Valencian Region - Spain	Javier Saez Cifre Institut Valencià de la Joventut.Generalitat Jove, C/ Hospital, 11 (46001) Valencia - Spain E: progress_ivaj@gva.es T: +34 96 310 86 22	www.avantjove.es
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