



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

Project Number: 2018-2-ES02-KA205-011969



YOUTH EMPLOYMENT INITIATIVES: Guide of Good practices in the field of youth unemployment



CONTENTS

1. Introduction	4
2. Description of the project	5
3. Youth Unemployment	7
4. Good Practices	8
4.1. City Council of Alzira (IDEA) – Spain	8
4.1. 1. IDEA – Initiative 1	9
4.1.2. IDEA – Initiative 2	11
4.2. Comune di Cremona – Italy	13
4.2.1. Comune di Cremona – Initiative 1	14
4.2.2. Comune di Cremona – Initiative 2	17
4.3. LOGO jungenmanagement – Austria	20
4.3.1. LOGO jungenmanagement – Initiative 1	20
4.3.2. LOGO jungenmanagement – Initiative 2	23
4.4. University of Thessaly (UTH) - Greece	25
4.4.1. UTH – Initiative 1	25
4.4.2. UTH – Initiative 2	27
4.5. WeenerXL - The Netherlands	29
4.5.1. WeenerXL – Initiative 1	29
4.5.2. WeenerXL – Initiative 2	32

4.6. Tirantes - The Netherlands	35
4.6.1. Tirantes– Initiative 1	35
4.6.2. Tirantes – Initiative 2	38
4.7. Inova Conculancy - United Kingdom	40
4.7.1. Inova Consultancy – Initiative 1	40
4.7.2. Inova Consultancy – Initiative 2	43
5. Conclusion	45

1. Introduction

Youth Employment Initiatives (YEI) is an Erasmus+ KA2 Strategic Partnership project in the field of education, training and youth.

The primary goal of these projects is to allow organisations to develop and reinforce networks, increase their capacity to operate at transnational level, share and confront ideas, practices and methods. Selected projects may also produce tangible outputs and are expected to disseminate the results of their activities, although in a way that is proportional to the aim and scope of the project. These results and activities will be co-financed through the standard budget for project management and implementation.

Irrespective from the field impacted by the project, Strategic Partnerships are open to any type of organisation active in any field of education, training and youth or other socio-economic sectors as well as to organisations carrying out activities that are transversal to different fields (e.g. local and regional authorities, recognition and validation centres, chambers of commerce, trade organisations, guidance centres, cultural organisations). Depending on the priority and the objectives addressed by the project, Strategic Partnerships should involve the most appropriate and diverse range of partners in order to benefit from their different experiences, profiles and specific expertise and to produce relevant and high quality project results.

Specifically in this project, the partners have agreed to implement a Key Action 2 Project because this action supports Transnational Strategic Partnerships aimed to develop initiatives addressing one or more fields of education training and youth and promote innovation, exchange of experience and know-how between different types of organisations involved in education, training and youth or in other relevant fields. Certain mobility activities are supported in so far as they contribute to the objectives of the project.

This guide of Good practices is the final output of the project together with the Brochure that was designed for diffusion and a Booklet explaining methodologies to analyse the unemployment in each of the partner countries. All these documents are available on the official website of the project.

2. Description of the project

“Youth Employment Initiatives” is a project of sharing experiences and good practices between European organizations working in the field of youth that have developed their own initiatives, projects, tools or methods to improve the employability of young people.

The exchange of experiences between organizations that work with young people is a way to encourage their improvement, because it allows getting first-hand knowledge and detail of the different actions conducted by similar entities that face homogenous situations. Therefore, this project searches to promote knowledge of successful experiences regarding the promotion of employment for young Europeans, having as direct results that the participating organizations could take ideas to implement in their field of work together with the corresponding adaptations.

This project on sharing experiences and good practices promotes high quality work in the youth field giving to the participants real examples that are successful, concrete and have been applied by the different European organizations with tangible results; moreover, sharing experiences and good practices indirectly promotes the development of new skills and competencies among those responsible of the development of actions to promote employment for young Europeans, by observing the actions of their European partners.

Through this project it is expected to improve the quality of work and services provided by organizations and workers that fight against youth unemployment through observation and acquisition of good practices and initiatives put in place by the rest of the partner organizations, which will result in a higher quality work carried out by youth workers responsible for the development of initiatives to combat youth unemployment. Indirectly, young unemployed people in each locality will benefit from the implementation of those practices and tools in the organizations of which they are users.

The objective of the project is that through the observation of good practices and experiences the organizations could improve the actions developed so far, therefore the target audience of this project are workers of organizations that develop initiatives or implement their own projects to improve the employability of young people, or to improve their personal and professional skills oriented to the labour insertion.

The problem of youth unemployment, affects to a different extent all the countries of the EU, so in this project we have included organizations that develop projects of youth employability and that face an unemployment rate between 8 and 12% together with European organizations that face unemployment rates of up to 43%, it is a transnational problem and therefore we seek to learn from other organizations that implemented programs with positive results in similar unemployment situations.

3. Youth Unemployment

The young Europeans have been the most affected by the economic and financial crisis. In 2008, the 15% of the Europeans between 15 and 24 years old were unemployed; this rate was incremented in 2013 up to 24%. At the head of youth unemployment were Greece and Spain, with 60€ and 56,2% respectively, followed by Croatia 49,8%, Italy 44,1% and Portugal 40,7%. According to Eurostat data in 2017, youth unemployment in the European Union ascended a 16,8%, a rate that for Greece incremented to 43,7%; Spain to 38,6%, Italy to 37,8%, the Netherlands to 8,9%, Austria to 9,8% and the United Kingdom to 12,1%. To reverse the rates of 2013 and support young people in labour market integration, the countries of the European Union decided to implement the so-called “Youth Guarantee” and one of the main financial resources of the EU to finance the application of the “Youth Guarantee” regimes has been the Youth Employment Initiative; however, not only the European Union has implemented measures to tackle youth unemployment, but municipalities, regional and local youth organizations as well as training entities have sharpened their ingenuity to develop new or complementary actions to their daily activities that improve the employment opportunities of young people in their field of action.

In this context of youth unemployment, the project brings together 6 European organizations formed by three municipalities, one university, a regional youth organization and a training entity that work with unemployed young people and who have developed their own projects / initiatives in order to improve their employability opportunities in this context of crisis. Three organizations come from countries where the employment rate varies between 8.9 - 12.1 which are Holland, Austria and the United Kingdom, and the other three organizations come from countries with a youth unemployment rate that varies between 37.8 and the 43.7 as are Italy, Spain and Greece.

4. Good Practices

Each one of the partners of the project has pointed out two initiatives that they are implementing, have implemented or they are familiar with in order to fight youth unemployment. Therefore, in the next pages, each one of the partners will be described and after that, all the initiatives will be presented in a chart collecting all the necessary information including the name of the initiative, the type of the good practice, type of funding, contact details, detailed description and its strengths among other information.

4.1. City Council of Alzira (IDEA) – Spain

The Agency of IDEA (Initiative for the local development of Alzira) depends on the Economic and Employment Promotion Department of the City Council of Alzira (Valencia). Working within a social context of difficult economic conditions IDEA aims to provide comprehensive support for the unemployed and entrepreneurs alike. Created in 1995, IDEA works in various fields to develop the city of Alzira and has demonstrated its capacities in the management of local, national and European projects. The main areas of IDEA are: the labour orientation service, the public employment programme, the entrepreneurs service, the training service and the European programme.



4.1. 1. IDEA – Initiative 1

Name of the initiative	AUTAL Training
Type of good practice	Training programme
Status	Finished
Duration	From April 2018 to October 2018
Location	Local level
Target group	Unemployed people who have their residence in the city of Alzira.
Website	https://www.idea-alzira.com/
Contracting Authority	City Council of Alzira
Contact Person	Carmen Herrero Pardo
Address and Telephone	C/Ronda d'Algemesí 4, 46600 Alzira (Spain) (+34) 96 245 51 01
Type of financing/funding	Local funding
Partners	Automobiles Alzira S.L (AUTAL)
Keywords	<ul style="list-style-type: none"> * Education * Training * Labour Insertion * Stakeholder cooperation
Description of the initiative, its organization,	
<p>The AUTAL Training is an initiative which is focused on training unemployed people in the area of truck mechanics, in order to answer to the necessities of the company AUTAL searching for trained people in this specific area in which it is not easy to find oficial titulations or courses in the region of Valencia.</p> <p>Indeed, this initiative was created because the City Council of Alzira is in constant contact with the companies of the city in order to improve the employment options and the necessities that both the companies and the citizens have. Therefore, the company called AUTAL contacted the department of IDEA, the agency of local development of the City Council of Alzira, searching for employees assigned to perform a specific task.</p>	

Due to the fact that there is a small offer of training in truck mechanics or rather unexisting in the region, AUTAL and IDEA, decided to sign a contract to collaborate and offer unemployed people training in this area.

In this way, the company would get qualified workers and at the same time, unemployed people can be trained in a needed area and improve their employability options for their future.

In total, 11 unemployed people participated in this programme. A scholarship was given to the participants of the training, consisting on 200 euros per month to each participant, for a total of 4 months duration of the course.

The training was practical, but also combined with theoretical lessons. The students would work in the company AUTAL helped by an experienced worker that taught them in a dynamic way. They also got theoretical lessons once per week in order to improve their knowledge on the topic and to put in practice everything that was learnt.

This initiative is considered a success because when the contract was signed, the company accepted to hire 20% of the people.

- * 11 unemployed people participated in this programme and 3 of them were hired by the company.
- * 2 other participants were hired in another company.
- * Among the 11 participants, 2 of them decided to continue with more training.

Did you face any problems in implementing the initiative? How did you solve them?

The specialisation of truck mechanics is not very common in our region that is why it was decided to make a course on that specialisation due to the necessities of many companies in the area.

The problem that the City Council of Alzira faced was that the certificate of this course could not be standardised due to the lack of money and time. Since it was urgent to start with this programme, it was decided to study the possibility to validate this certificate in the future.

Initiative's strengths

The strength of this initiative is that due to the lack of workforce trained in this sector, a specific course was taught in order to fight unemployment and at the same time help the company to find trained people.

4.1.2. IDEA – Initiative 2

Name of the initiative	Trip to Employability (Viatje a la empleabilitat)
Type of good practice	Project
Status	Ongoing
Duration	2018 - 2021
Location	Local level
Target group	Unemployed people registered in the employment service and also in the employment portal of IDEA
Website	https://www.idea-alzira.com/viaje-a-la-empleabilidad
Contracting Authority	City Council of Alzira
Contact Person	Carmen Herrero Pardo
Address and Telephone	C/Ronda d'Algemesí 4, 46600 Alzira (Spain) (+34) 96 245 51 01
Type of financing/funding	Local and national funding
Partners	None
Keywords	<ul style="list-style-type: none"> * Education and training * Support * Mentor * Labour Insertion * Guidance and orientation
Description of the initiative	
<p>This initiative consist in a trip in which the participants can 'travel' in order to acquire all the necessary education, training and skills that they need to have the opportunity to evolve in their professional future. The project adopts an individualized approach in which each one of the participants can learn through a different pace in order to acquire what they lack in.</p> <p>This initiative started due to the economic crisis that was suffered in Spain. According to our studies of unemployment, people with no studies or only basic studies have a very high risk of being unemployed.</p> <p>Therefore, throughout the different courses and trainings which were done at IDEA during the last years, we found out that the most effective ones were those courses that combined a practical and theoretical approach at the same time.</p>	

Through this initiative, the participants can get education and training as well as soft skills, in order to acquire the transversal objectives of the project. The participants receive individualized support with the objective of overcoming the standardized support systems.

The initiative is organized in five steps, which are organized as follow:

* **First Step: Reception**

Voluntarily, participation may be requested by people in a job search situation, demonstrating a firm commitment to travel the itinerary that will be marked by a professional (guide-mentor), with the aim of improving their professional profile. To do this they must sign a commitment document with such proof of the level of involvement in the trip.

* **Second Step: Education**

Participants will receive both face-to-face and on-line training, according to the needs detected by the mentor. The objective will always be the improvement of their professional profile which will lead to a better positioning to successfully reach the job search.

* **Third Step: Training**

At this stop, participants will be offered the opportunity to do internships in a company or at the City Council related to what they learned during the training received at the previous stop.

* **Fourth Step: Orientation**

At this point of the journey, the person must go to the job search proactively, with periodic tasks to be carried out always focused on results. The objective is to promote the active and efficient search for employment as the main tool for labor insertion.

* **Fifth Step: Employability**

At the end of the trip, the participant will be able to find a job for others or their own, thanks to the improvement of their professional profile along the route, through training and training. Here specific resources will be made available to facilitate your arrival at your final destination. All the actions and services offered in this point are aimed at effective employment.

Initiative's strengths

The strength of this initiative is that it has a guided and individualized approach. Each participant in this initiative can be guided by the figure of a mentor that helps him/her in the improvement of their capacities and professional life.

4.2. Comune di Cremona – Italy

Cremona Municipality is a public body who have organised different department in order to project and realise activities dedicated to support and guide young people in the “transition to their adult lives”.

PROJECTS AND RESOURCES OFFICE coordinates all the projects of the municipality at local, regional and European level in public and private sectors.

It is in charge of collection and dissemination of information about open calls for proposals and partnerships, support in writing projects, ensure assistance to management and financial reporting.

It also coordinates and manages all the participation and active citizenship projects (universal civil service, Leva Civica, Youth Guarantee, ESC, every year it supports more than 150 young people in participating to these important opportunities.

YOUTH INFORMATION CENTRE Founded in 1995 with the objective of rendering available information for young people (sectors of training, leisure, work, international opportunities, etc) and over the past 15 years it has also been developed as an office connected to the fields of directing and supporting trainings and work and not only for young people due to the accreditation of provision of services to work.



4.2.1. Comune di Cremona – Initiative 1

Name of the initiative	Participation and active citizenship projects
Type of good practice	Service
Status	Ongoing
Duration	January - December every year
Location	Local level/ European level
Target group	Young people from 17 to 30 years old
Website	https://www.comune.cremona.it/node/420961
Contracting Authority	Municipality of Cremona
Contact Person	Massimo Mancosu
Address and Telephone	+39 0372407781 massimo.mancosu@comune.cremona.it Via Dante 149, 26100 Cremona
Type of financing/funding	Local, regional, national and european funding
Partners	Local and European
Keywords	<ul style="list-style-type: none"> * New competences * Guidance and support * Attitudes * Soft skills
Description of the initiative	
<p>On daily bases our services encounter young people (most of them between 18 and 28 years old) who are looking for concrete opportunities to find a job, to complete their course of study, or to improve their professional background with new skills (with a significant focus on soft skills and non formal education approach).</p> <p>At the same time we meet young people with less opportunities (social, cultural, economical) and other young people that we can include into NEET category (young people neither in employment nor in education or training) that have no plans for their future and that are not involved in any personal supporting path (Italy is at the top in Europe 28 surveys – Eurostat rates 2018 declare 28.9% referred to young people aged 20-34).</p> <p>In this framework, the proposal to participate to active citizenship projects has demonstrate, after several years of experiences, that the possibility of</p>	

ferred to young people to complete the service (usually 12 months projects) enhance their success rate to look for a job or to participate (or complete) to a (new) course of studies.

They are also encouraged and “accompanied” to develop and improve their entrepreneurship vision and concrete approach and, at same time, the opportunity to increase their contacts also with potential job offers.

Every year our Service offers from 10 to 15 projects in partnerships with other accredited organisations, which are connected to our local network or in the framework of ESC in our European one. Each project aims to activate from 4 to 12 volunteers placements.

When the projects are approved by the national agencies, we open the call for applications. The projects address young people from 18 to 28, which change in 17 to 30 in case of ESC EU youth mobility projects.

Everyone can participate even if the person doesn't own an Italian citizenship (or it is migrant, asylum seeker or refugee).

Our office and other associations provide, in partnerships with us, every kind of support and guidance to receive complete information and also directly individual support to prepare and submit applications.

We also meet every young people interested to participate and we organize, during all the year, info-days, meetings and communications campaigns to promote the volunteering opportunities in schools, universities, public events, dedicate meetings etc.

What is the percentage of success of your initiative? How can you improve your results?

In the last years we met:

2017: 700 young people reached

205 request to participate (96 places)

2018: 950 young people reached

250 request to participate (120 places)

2019 1150 young people reached

300 request to participate (170 places)

In the last 2 years after the end of the service about 18 % of the volunteers have found work opportunities; 10% recognize as positive personal improve the competences acquired during the volunteering activities.

Significant are the increasing rates of participants that don't have an Italian citizenship or are migrants (asylum seekers or refugees).

Main problems in implementing those kind of projects are mostly related to human resources and time management, according to the increasing young people requests.

Also we encounter several issues with administrative documents focused on migrants (refugees and Asylum seekers).

Initiative's strengths

Participation and active citizenship projects contribute to develop personal competences in a framework that can offer the opportunity to try an experience similar to a job but with the possibility to receive tailor-made training and support during all the period of service.

4.2.2. Comune di Cremona – Initiative

Name of the initiative	PASSEPARTOUT
Type of good practice	Project
Status	Ongoing
Duration	January - December every year
Location	Local level
Target group	From 5 to 64 years old
Website	https://informagiovani.comune.cremona.it/ https://cvqui.jobiri.com/
Contracting Authority	Municipality of Cremona
Contact Person	Maria Sara Rota
Address and Telephone	+39 0372407963 – sara.rota@comune.cremona.it Via Palestro 17, 26100 Cremona
Type of financing/funding	Local funding
Partners	None
Keywords	* Teamwork * Guidance * Alternation school and job * Soft skills

Description of the initiative

According to our mission as a Youth Information Centre we decided, many years ago, to work inside schools directly with students and teachers. Meeting children and young people before they start looking for a job, helps them to have a “vision” of their future, to recognize and improve soft skills to “work” with right tools. They know we can help them in every step of their life as students or workers. With these projects we meet young people. It allows us to intercept their needs and counteract the phenomenon of unemployment and dispersion (NEET). At the end of school youngsters know our service and they ask for our services for employability.

The initiative is organised by different singular projects according to the year of participant:

1. KINDERGARTEN: children from 4 to 6 to focus on the complexity of the world of professions and work and offer children tools and skills to start reading this complexity;

- 2. PRIMARY SCHOOL:** Visits in some companies of Cremona with a guidance counsellor and teachers to focus on professions and job analysis, technical and transversal skills;
- 3. STEM:** European project that promotes an innovative approach to the study of Stems;
- 4. MIDDLE SCHOOL:** Focus on soft skills - problem solving, time management, career adaptability, training offer for future;
- 5. ALTERNATION SCHOOL AND JOB:** We support schools, students, families and companies to manage the problem focus on the creation of personalized project that allows student to apply knowledge and develop skills that can be used for the professional future. We investigate the needs of companies (professional figures, specific technical training, soft skills required) and we support the relation between school and companies;
- 6. YOUNGSTERS OVER 18:** Cv and letter of introduction, support in job search (tools and strategies), working in Europe, personalized activities. Basic guidance, competence analysis in relation to the current situation in local labour market. Support in finding a job, also through group sessions. Specialized and personalized guidance, balance of competence assessment and training needs analysis, work experience or other activities, with reference to the suitability of the profile to the demand for territorial. Promotion of work experiences that lead to the improvement of skills, also by internships;
- 7. GUIDANCE FOR UNIVERSITY STUDENTS** – guidance for work after studies;
- 8. CVQUIJOBIRI** web portal create to facilitate the matching between demand and supply of work that helps us to identify companies, the most sought after professional figures through the published announcements, and to understand how many users spend in the search for a job.

What is the percentage of success of your initiative? How can you improve your results?

In the last years we met:

2016: 3900 students and 2482 people for guidance

2017: 3400 students and 2090 people for guidance

2018: 3600 students and 1700 people for guidance

2019 (until 30th September): 1600 students and 1100 people for guidance

Main problems in implementing are related to human resources and time management, according to schools and people requests.

We try to do a year planning for all the activities and collaboration with specialized advisors.

Initiative's strengths

PASSEPARTOUT is a project of guidance for education, for work, for skills with different sub-projects with different specifications for age that involves students, families, teachers, citizen looking for training and work.

4.3. LOGO jugendmanagement - Austria

LOGO jugendmanagement is the Styrian Department for Youth Information and Communication. LOGO provides user friendly comprehensive information service to support young people. These include services for the social, personal and vocational needs of young people, as well as guidance on international affairs and health. This helps to aid young people in making decisions which are beneficial and right for them and also promotes professional opportunities.



4.3.1. LOGO jugendmanagement – Initiative 1

Name of the initiative	Education until 18
Type of good practice	Initiative introduced by law
Status	Ongoing
Duration	2016 - Present
Location	Regional and national level
Target group	Younsters until the age of 18, early school drop-outs, NEETS.
Website	www.kost-steiermark.at
Contracting Authority	Federal Ministry - Labour, Social Affairs, Health and Consumer Protection.
Contact Person	Elke M. Lambauer, MA
Address and Telephone	Radetzkystraße 31/EG/1 - 8010 Graz +43 (0) 664 18 47 555
Type of financing/funding	National funding
Partners	Public Employment Service of Austria (PES), NEBA
Keywords	* Early School dropout * Job orinetation and career guidance * Youth coaching, job-coaching

Description of the initiative

In the year 2016 the Austrian Federal Government has decided that all youngsters until the age of 18 are required to complete an education beyond compulsory school. Nowadays it is common sense that there is a strong connection between the unemployment rate and the education level. Statistics have shown that in Austria the risk of getting unemployed in future is 7 times higher for people who only completed compulsory education in comparison those with a university degree.

This is one of the reasons why “Education until 18” was initiated. For Austria it’s an important goal to ensure that all young people have a solid education to enable them to organize their future life independently and to be an active member of society. The goal of “Education until 18” is to undergo and positively complete a post-compulsory education. This will help young people with a successful start into professional life. It is about a sense of community and a meaningful occupation. Young women and men with a completed education will find a job more easily, will earn more money later, and will lead a healthier and longer life.

How can youngsters complete “Education until 18”?

Youngsters in Austria that must complete “Education until 18” can choose between a broad range of opportunities. After completing compulsory school, they can continue their education in a secondary school e.g. grammar school, technical college (HTL), business school (HAK), higher vocational school (HBLA) and so on. Another way how to complete “Education until 18” is to start an apprenticeship in a wide variety of professions. An apprenticeship allows youngsters to work at a company while also attending vocational school. Those who cannot find an apprenticeship at a company have the option to complete a training at an apprenticeship workshop of the public employment service of Austria (PES). There, young people are trained together and can change to a company later. Those who do not wish to complete a school or an apprenticeship can alternatively participate in employment projects or complete different types of training.

What is the percentage of success of your initiative? How can you improve your results?

More youngsters continue their education career.

A recent study has shown that the initiative has a very positive outcome on the group of early school leavers. Between the year 2016 and 2017 the rate of early school leavers in Austria decreased from 8,6 % to 7,6 %. In absolute figures, that means that the number of early school leavers in Austria decreased to 2840 youngsters compared to the year 2016.

Positive effects for economy.

The initiative “Education until 18” has also very positive effects on the economy. Researchers from the Institute of Higher Studies (HIS) have calculated that in the next 10 years the GDP will increase to 110 million euros per year if only 50 percent of the early school dropouts can be prevented through the initiative.

Initiative's strengths

Successful prevention of early school dropouts.

Through this initiative youngsters have a better chance to succeed on the job market.

Broad range of possibilities how youngsters can complete an education.

Broad support system that support and guide youngsters through education until 18.

4.3.2. LOGO jugenmanagement – Initiative 2

Name of the initiative	LOGO One Stop Shop of Youth Information
Type of good practice	Project
Status	Ongoing
Duration	2019 - present
Location	Regional level
Target group	All youngsters between 12 and 26 years
Website	https://www.logo.at/
Contracting Authority	LOGO jugenmanagement - department for Youth Information and Communication
Contact Person	Mag. Ursula Theissl
Address and Telephone	Karmeliterplatz, 2 - 8010 Graz +43 (0) 316 90 370-220
Type of financing/funding	Regional funding
Partners	Public Employment Service of Austria (PES), Mafalda, Frauengesundheitszentrum Graz, Arbeiterkammer, Institut für Familienfragen, ISOP, Jugendstreetwork, Fachstelle für Männer und Geschlechterthemen Steiermark, Kinder- und Jugendanwaltschaft Steiermark
Keywords	<ul style="list-style-type: none"> * Early school dropout * Job orientation and career guidance * Job coaching
Description of the initiative	
<p>LOGO is the first Youth Information in Austria with a “One-Stop-Shop of Youth Information”. It’s a totally new concept of youth information which was originally adapted of Finland.</p> <p>The One-Stop-Shop of Youth Information gives young people the opportunity to easily get in touch with a broad range of special departments in the fields of education, work and employability, health and youth street work.</p> <p>The aim of this new project is to offer a low threshold service in a relaxed atmosphere where youngsters can inform themselves easily about all topics regarding education, work and health issues.</p>	

Our partner in the fields of work and employability is the Public Employment Service of Austria (PES). Twice a week young people can get a free an anonymous job consultation and get information about the current labor market situation.

Furthermore, our experts provide information about the latest job offers in the PES-database, give youngsters advice how they can improve their application forms and inform them what to consider in a job interview.

The provided information and consultation should give youngsters orientation of important aspects of the Austrian labor market and finally should lead to a higher youth employment rate of young people in Styria (Austria). In the year 2018 we counseled around 14.000 youngsters in the fields of education, work and employability, health and youth street work.

Initiative's strengths

- * Low threshold service;
- * Free job orientation and career guidance;
- * No appointments needed;
- * Experts from different special departments all at one place

4.4. University of Thessaly (UTH) - Greece



UNIVERSITY OF
THESSALY

The University of Thessaly (UHT) is comprised of 18 departments and several research centres. Undergraduate and Graduate programs are offered at the university. UHT aims to contribute to the cultural and economic development of the local community and society. The members of academic and research staff participate in European research networks research projects. The university helps students become in contact with the labour market through their Lifelong Learning Center. This centre provides training and employment advice to in all institutional fields.

4.4.1. UTH – Initiative 1

Name of the initiative	Career Office of the University of Thessaly
Type of good practice	Service
Status	Ongoing
Duration	Since 1997
Location	Local, regional, national, EU level
Target group	University graduates, youth, others.
Website	http://www.career.uth.gr
Contracting Authority	Labour Market and Career Counselling Office. University of Thessaly
Contact Person	Charalampos Samantzis
Address and Telephone	hasamant@uth.gr phone No: 0030 6974717821
Type of financing/funding	Public funding
Partners	None
Keywords	<ul style="list-style-type: none"> * Early School dropout * Dropout prevention * Re-integration (to school or work) * Insertion to labour market after finishing studies

Description of the initiative

The Career Office of the University of Thessaly is mainly associated with the effective transition of its graduates to the labour market.

The Career Office of the University of Thessaly was established in 1997, in the framework of the Second Community Support Framework (Operational Programmes for Education and Initial Vocational Training) and it operates with similar standards with the relevant offices in other universities abroad. Dealing with problems related to labour market, jobs availability, entrepreneurship and student mobility, one of its main objectives is to create a permanent link between the University and the productive community. The Career Office of the University of Thessaly provides a number of services to its students and graduates concerning their career future, postgraduate studies and other issues of general interest.

The Career Office provides students, graduates, and other members of the academic community of the University of Thessaly with the opportunity to be informed and serve a range of topics that concern them such as:

- * Jobs offers
- * Postgraduate Programs in Greece and Abroad
- * Scholarships and Endowments
- * Career Counselling (writing resume and cover letters, interviewing and job search techniques, etc.)
- * Research Programs in Greece and Abroad
- * Business & Organization Activities
- * Training & Education Programs

The initiative is organised through career counselling and providing contact points to the graduates, youth and other for further enhancement to their insertion to the labour market.

Initiative's strengths

Mapping studying and analysing the students' needs and matching them to the labour market needs.

4.4.2. UTH – Initiative 2

Name of the initiative	Erasmus for Young Entrepreneurs
Type of good practice	European Exchange programme for Entrepreneurs
Status	Ongoing
Duration	Implementing from 2009
Location	European and international level
Target group	New Young Entrepreneurs of all ages
Website	https://www.erasmus-entrepreneurs.eu/index.php?lan=en
Contracting Authority	New Young Entrepreneurs, Host entrepreneurs
Contact Person	Chalalampos Samantzis
Address and Telephone	hasamant@uth.gr phone No: 0030 6974717821
Type of financing/funding	European funding (EASME)
Partners	None
Keywords	<ul style="list-style-type: none"> * Early school leaving/ dropout * Dropout prevention * Social work * Re-integration (to school or work) * Immigrant youngsters

Description of the initiative

Erasmus for Young Entrepreneurs is a cross-border exchange program which gives to new or aspiring entrepreneurs the chance to learn from experienced entrepreneurs running small businesses in other Participating Countries.

The exchange of experience takes place during a stay with the experienced entrepreneur, which helps the new entrepreneur acquire the skills needed to run a small firm. The host benefits from fresh perspectives on his/her business and gets the opportunities to cooperate with foreign partners or learn about new markets.

In light of this fact, the European Union initiated the Erasmus for Young Entrepreneurs programme in 2009, which represented an innovative response to the dual challenge of stimulating entrepreneurship and encouraging cross-border trade in Europe. By means of staying with an experienced entrepreneur in another European Member State, would-be entrepreneurs gain

competences and perspectives that will prove invaluable during their business start-up phase. At the same time, new entrepreneurs use their fresh entrepreneurial spirit and knowledge of their home market and culture as a source of new ideas and as a sounding board for host entrepreneurs.

New and experienced entrepreneurs who are willing to take part in the entrepreneurs exchange programme should apply via the tool and choose their preferred local contact point. The local contact point should be active in the country of residence of the entrepreneur since it will act as a guide and contact point throughout the process.

Once they have been accepted, they will be able to find all other valid applications in the online catalogue, which enables them and their local contact point to search for suitable matches.

Success of the initiative

Since the beginning of the programme in 2009, 4,107 exchanges between new and host entrepreneurs have already taken place; 413 exchanges are currently ongoing or ready to start and 405 are in the preparation phase. The average duration of the stay abroad is 3 months and 10 days.

Most represented countries (NEs)

Since the beginning of the programme, Italy remains the most represented country with 1071 new entrepreneurs leaving for another country.

Spain supports the second highest number of new entrepreneurs going abroad, 818. Followed by Romania (289), Poland (237) and Germany (197).

Most popular destinations

The most popular destination among new entrepreneurs is Spain, which received 764 new entrepreneurs, followed by Italy (614), United Kingdom (594), Germany (506) and Belgium (340).

Initiative's strengths

- * Facilitating business exchanges between new and experienced entrepreneurs;
- * Up to six months on-the-job-training enabling a successful business start-up;
- * Exchanging experience and knowledge about obstacles and challenges when starting and developing businesses;
- * Enhancing market access and identifying potential partners for new and established businesses in other European countries;
- * Networking by building on knowledge and experience from other European countries.

4.5. WeenerXL - The Netherlands



WeenerXL is a municipal organisation which provides a wide range of support to young people. This includes financial support and helps people between the age of 18 to 65 to find employment and solve their financial, social, and personal problems.

The organisation helps to motivate individuals through social activation and social participation. There is a specialised team of job advisors and trainers who support NEETs. They help young people unemployed to find work, to return to school or coordinate other matters (health, family, financial and / or personal circumstances). Job consultation is offered within the organisation, as well as social assistance. The overall aim is to get (or prepare) customers to work or return to school.

4.5.1. WeenerXL – Initiative 1

Name of the initiative	Getting Started
Type of good practice	Method/Approach
Status	Ongoing
Duration	2015 - present
Location	Local and regional level
Target group	Everybody (also Youngsters) who apply for a social benefit
Website	https://www.weenerxl.nl
Contracting Authority	Weener XL, Work & Income, municipality of 's-Hertogenbosch
Contact Person	Program manager Carl De Meester
Address and Telephone	Mailbox 12345 5200 GZ 's-Hertogenbosch +31 73 6159214 or +31 6 12995909
Type of financing/funding	Local funding
Partners	Different teams within Weener XL: Diagnosis, job-coaching

Keywords

- * Experience traineeships
- * Coaching in the workplace
- * Employee skills

Description of the initiative

Total concept: working in a hall of Weener XL, learning employee skills, building up work routine, job coaching, Job room XL, matching with vacancies, applying for jobs.

Approach

- * Reintegration service with goals;
- * Connection with job interviews and job application training;
- * Working while retaining welfare benefits;
- * 4 half-day sessions each week (customized) during 3 months;
- * Guidance by experienced internal job coach and foremen.

Purpose of Getting started

- * Outflow (by retaining or achieving work routine / work experience);
- * Diagnosis (optimal observation on behaviour, attitude, work ethic etc.) and counselling;
- * Development (work development plan).

Start

- * An information meeting
- * Introduction to the working tasks and activities
- * Scheduling, inviting and welcoming persons first day
- * Introduction to the team and direct co-workers
- * Start and support work activities

Subjects are

- * providing counseling and guidance,
- * offering referral and placement services for employees
- * skills training
- * providing up-to-date job offering
- * matching

Duration

- * 4 half-day sessions each week (customized) during 3 months

Initiative's strengths

- * Structural budget
- * Internal re-integration service (not depending on other organizations)
- * Short lines of communication
- * extensive on-the-job support and observation
- * Successful cooperation between Weener XL and enterprises concerning the right match
- * Get started is part of the total individual plan that consists of several re-integration services
- * short lines of communication and close collaboration between the different colleagues working within Weener XL

4.5.2. WeenerXL – Initiative 2

Name of the initiative	Jobcoaching
Type of good practice	Method/Approach
Status	Ongoing
Duration	2015 - present
Location	Local level
Target group	Vulnerable youngsters (age 16-27) who need extra guidance and support to keep their job
Website	https://www.weenerxl.nl
Contracting Authority	Weener XL, Work & Income, municipality of 's-Hertogenbosch
Contact Person	Program manager Carl De Meester
Address and Telephone	Mailbox 12345 5200 GZ 's-Hertogenbosch +31 73 6159214 or +31 6 12995909
Type of financing/funding	Local funding
Partners	Municipality dept Youth and Education, Several Schools concerning Special Educatio, School of Vocational Education
Keywords	<ul style="list-style-type: none"> * Job coaching * Coaching in the workplace * Dropout prevention * Disabled youngsters * Work support
Description of the initiative	
<p>The purpose of job-coaching: “It is possible for everyone to get a job but not everyone can keep a job”.</p> <p>Jobcoaching is an instrument to help the employer and youngster to maintain a good working relationship and achieve goals to personal and professional growth.</p> <p>A team of 5 jobcoaches can be deployed when a youngster starts in a new subsidized job (either paid or still as an internship) and when he needs support and guidance to keep his job. The support is not only for the youngster but also for the employer. Besides job coaching, youngsters receive also wage subsidies.</p>	

The jobcoaches get their assignments from:

- * Colleagues: work-consultants and accountants from within Weener XL
- * Schools (special and vocational education)

Approach

Start

- * Personal transfer of youngster to the jobcoach
- * Depending on the needs, a frequency of visits is agreed with the youngster and the employer.
- * Start with an appointment at the working location
- * Discuss the goals which have to be achieved in the first period
- * Introduction to the team and direct co-workers
- * Introduction to the working tasks and activities

First period

- * Intensive coaching, one or more visits per week
- * Agreed coaching plan between coach and youngster

Subject are:

- * Progress in workability
- * Personal aspects that are of influence
- * Goals for the upcoming period: are they still achievable?
- * If necessary: contact with parents, assisted living, trustee, therapists, school, etc
- * The results are put into a monitoring report
- * Jobcoaching depends on the needs of the youngster. Depending on the needs, a frequency of visits is agreed

Duration

- * For a maximum period of 3 years, a youngster can get the assistance of a jobcoach
- * When the employer, youngster and coach agree that the goals are achieved, and a continuation of the working relationship is secured, the period of coaching is closed
- * When the youngster reaches the age of 27
- * When the contract is finished and other instruments are necessary to help the youngster

Other tasks

- * Besides coaching on the job, the jobcoach is responsible for:
- * Monitoring the graduates or dropouts from special needs education;
- * Advisory to work consultants, consultants compulsory education, RMC etc;
- * A linking factor which brings all the disciplines around a youngster together;
- * In case of a drop out, make sure that the necessary help is activated.

The target group is changing

Municipalities in the Netherlands are increasingly confronted, by changing legislation, with vulnerable young people. To make sure that this group of youngsters doesn't become a "lost generation", it is necessary to employ next to alternative, innovative and social tools job coaching to support these young people. The role of the job coach becomes more and more important.

Initiative's strengths

- * Structural budget municipality;
- * Not dependent on external job coaching organizations but part of our own services;
- * Perfect cooperation between local government and schools, employers, colleagues, Compulsory Education;
- * Successful cooperation between schools, companies;
- * In case of problems at work the youngster gets support from job coach;
- * Tailor-made match between youngster and job at labour market.

4.6. Tirantes - The Netherlands



TIRANTES began on January 1, 2017 as a small business. The owner of TIRANTES, Theo van de Veerdonk, has a high level of expertise working with young people with challenges. TIRANTES focuses on taking the initiative, being proactive, project management, coaching and advice in the field of education and the labour market. TIRANTES participants in the networks of companies, schools, local government to support young people. Also, there is an involvement with EU programs such as project management and project co-management in projects on young people. There is an aim to improve educational quality (primary schools, secondary schools, VET, vocational training of higher education) and also there is a focus on entrepreneurship.

4.6.1. Tirantes – Initiative 1

Name of the initiative	Action Plan Learning Jobs (Actieplan leerbanen)
Type of good practice	Method/Approach
Status	Ongoing
Duration	2003 - present
Location	Local and regional level
Target group	Young adults (age 16-27) Youngsters who can't find a job themselves and who need support from account managers Action Plan Learning Jobs Early school leavers, A small number of students in pre vocational education and are motivated for "learning by doing"
Website	www.actieplanleerbanen.nl
Contracting Authority	Municipality of 's-Hertogenbosch, Koning Willem 1 College and Bossche Vakschool
Contact Person	Femke Beekmans, action leader
Address and Telephone	Lagelandstraat 19, 5213 AL 's-Hertogenbosch Netherlands +316 51626992

Type of financing/funding	Local funding
Partners	Municipality dept Youth and Education Municipality dept Labour market and social affairs Koning Willem 1 College (VET school) Bossche Vakschool (Secondary school) Captains of Industry 's-Hertogenbosch and region
Keywords	* Job orientation/career guidance * Dropout prevention * Stakeholder cooperation * Disabled youngsters

Description of the initiative

Action Plan Learning Jobs is a cooperation between government, schools and companies. Team exists of 2 account managers and 1 job coach The aim of Action Plan Learning Jobs is to realize 100 learning jobs for youngsters every year.

Approach

First of all the account manager tries to get a picture from the youngster: they ask, listen, talk, advice and do it together. The account manager focuses on strength, competence, experience, motivation, knowledge about profession, character. With that information the account manager looks for tailor-made jobs which fit to the youngster, looking for the “perfect” match.

Matches are made by searching into the web, get in contact with network contacts, contacts with captains of industry who are closely connected with Action Plan Learning Jobs. The director of brewery Heineken is chairman of the ambassador’s network.

Team action plan learning jobs works together but also independently, have a lot of fun in their job, helps each other, do not always follow or accept the rules, tries to be honest, and accepts that they can’t help all youngsters.

Competences of the team: warm social heart, they know each other strong points, they are good networkers, career guidance, know the social map.

In case of problems at the working place the job coach supports the youngster in the beginning of the work. The support is about the needed social and employee skills.

The target group is changing

In the beginning the focus was on youngsters with level 2 and 3. Most of these youngsters can find a job on their own at this moment. The companies have a lack of (qualified) staff, so more job opportunities for level 2 and 3. That's why more youngsters with level 1 become part of the target group of action plan learning jobs. The role of the job coach becomes more and more important. Also youngsters who left special education find their way to Action Plan Learning Jobs.

What is the percentage of success of your initiative?

In 2018, 147 Youngsters have been under attention of the account managers and job coach.

For 66 youngsters this meant a perfect match with a job, 64 youngsters got a special advice.

Initiative's strengths

- * Structural budget municipality and involved schools;
- * Perfect cooperation with companies, extra supported by captains of industry;
- * Successful cooperation between schools, companies, local government;
- * In case of problems at work the youngster gets support from job coach;
- * Tailor-made match between youngster and job at labour market.

4.6.2. Tirantes – Initiative 2

Name of the initiative	TOM project (Traject op Maat)
Type of good practice	Method/Approach
Status	Ongoing
Duration	2007 - present
Location	Local level
Target group	Young adults (age 16-23) No start qualification Difficulties in finding and maintaining employment or education
Website	www.tomdenbosch.nl
Contracting Authority	Municipality of 's-Hertogenbosch
Contact Person	Tom Peer, project leader
Address and Telephone	Lagelandstraat 19, 5213 AL 's-Hertogenbosch Netherlands +316 21704752
Type of financing/funding	Local funding
Partners	Municipality dept Youth and Education Municipality dept Labour market and social affairs Labour office Koning Willem 1 College (VET school)
Keywords	* Early school leaving/ dropout * Social work * Re-integration (to school or work) * Job orientation / career guidance
Description of the initiative	
<p>T.O.M. was launched in 2007, The local government wanted to do more for school dropouts, who were falling through the cracks in the system.</p> <p>Research showed: 's-Hertogenbosch had 450 school dropouts at any given time who were also unemployed, a new and unconventional approach was needed.</p> <p>Approach:</p> <ul style="list-style-type: none"> * Personalized coaching – the participant's talents and wishes are core to the process 	

- * A combination of one-on-one coaching and group activities
- * Accessibility – Participants are welcome as long they're open to development, this means giving 2nd, 3rd and 4th chances
- * Presence Approach – earning trust and being reliable
- * The T.O.M.-coaches have diverse backgrounds and are independent, innovate, creative and well-equipped
- * After care
- * Investing in relations with valuable partners throughout the municipality

Focus on sustainable employment and/or education

Workshops focused on nurturing skills necessary for these goals

The target group is changing:

- * An increasing amount of complex issues
- * More participants with intellectual disability
- * Decreasing trust in help and care
- * Achieving sustainable employment is harder
- * More issues within family

What is the percentage of success of your initiative?

Education (26%)

Employment (17%)

Welfare/Specialised care (12%)

Drop out with specific advice (20%)

43% of youngsters find their way to the labour market, 17% directly, 26% after upskilling by VET education.

Initiative's strengths

- * Structural budget municipality
- * Small building, suitable for specific target group
- * Coaches, small caseload
- * Using art and sport to motivate and activate youngsters
- * Individual programs, as long as necessary, as short as possible

4.7. Inova Consultancy - United Kingdom

Inova Consultancy is a female-owned SME which specialises in providing consultancy services and project work in the areas of gender, professional development non-traditional fields and entrepreneurship. Inova has years of experience on working on European Funded Projects, which have focused on young unemployed people in the past, as well as other vulnerable groups. Inova has extensive knowledge on using mentoring and coaching methodology with their clients. Many workshops have been carried out to support individuals with their goals.



4.7.1. Inova Consultancy– Initiative 2

Name of the initiative	Learning2.Ogether
Type of good practice	Project
Status	Ended
Duration	November 2012 to October 2014, 24 months
Location	European level
Target group	NEETs
Website	https://www.inovaconsult.com/
Contracting Authority	Inova Consultancy Ltd (organization)
Contact Person	Marina Larios
Address and Telephone	Inova Consultancy, Leecroft House, 58-64 Campo Lane, Sheffield S1 2EG
Type of financing/funding	European funding – Erasmus+
Partners	Learning 2.Ogether brought together an experienced consortium of SMEs; a public agency in digital literacy, a volunteer organisation, Chamber of Commerce and SME representative associations in the United Kingdom, Germany, Italy and Spain.

Keywords

- * Skill building
- * Skill sharing
- * Digital competencies
- * SMEs

Description of the initiative

In the Learning2.0gether project, older SME workers and NEETs worked together to exchange skills. In the research part of the project, the needs which were identified at the very beginning were the lack of digital competency and literacy in older SME workers and a lack of employability skills in NEETs. Furthermore, it was identified that there is a high level of youth unemployment across Europe, with individuals lacking knowledge and experience in industry. The tailored Learning2.0gether programme focused on improving chances for young people to gain employment and increase lifelong learning and competencies of older SME workers. NEETs shared their knowledge on the use of the internet (web 2.0). Older SME workers passed on employability and soft skills competencies to NEETs. This intergenerational exchange of information was found to be beneficial for both parties.

The Learning2.0gether initiative is organised into several 'work packages' in which a specific goal and outcome is achieved. For example, a needs analysis was carried out in order to understand which skills and competencies were important for NEETs. The partnership had compiled a national report from the data in their country, which was then collected and created into a summary report to provide a multinational review. This analysis and method of reporting was also carried out for old SME workers. The partnership created and adjusted a Web 2.0 hard skills package to develop modules for older SME workers and a soft skills package for young unemployed people. These training modules were carried out as two pilots, and national and summary reports were written. To accompany the face-to-face learning, an online platform was developed to access the learning material and the project website.

In pilot 1, 51 out of 60 participants were completely satisfied with the delivery of the training programme. The participants found the social media training particularly useful. They gave feedback on the aspects of the training which they valued the most. Some of these were 'to know aspects of Facebook that I didn't know' and learning how to manage a Facebook profile and page to support employability. Other feedback was received, such as the benefit of meeting like-minded individuals.

In pilot 2, the degree of satisfaction for the partnership was 34 out of 37 participants, the other 3 participants were neutral. This finding is extremely positive. The participants reported feeling confident in using social media and they felt the training will hopefully be beneficial for their business in terms of advertising and attracting more clients as a result of what they have learnt.

Did you face any problems in implementing the initiative? How did you solve them?

The participants did not have enough time to explore the tools and exercises in the first pilot, in order to solve this issue, the partnership focused on allowing enough time to do so.

Initiative's strengths

The initiative has been proven to be useful in the development of skills. The participants of the pilots have been very satisfied with the modules and methodology of the training package for soft skills and hard skills.

Furthermore, the Learning2.0gether project was awarded a certificate of achievement in the Adult Learners' Week in 2015, from the Chief Executive of NIACE. This award has been achieved as a result of the 'recognition of commitment to learning' in the project.

To summarise, the project has been recognised as useful and 'strong' by both external bodies and participants who were directly involved with the training.

4.7.2. Inova Consultancy – Initiative2

Name of the initiative	Sheffield Futures
Type of good practice	Services for youth
Status	Ongoing
Duration	2002 until present
Location	Local level
Target group	Young people, NEETs
Website	https://www.sheffieldfutures.org.uk/
Contracting Authority	Sheffield Futures
Contact Person	Gail Gibbons, Chief Executive Officer
Address and Telephone	Sheffield Futures Star House, 43 Division Street, Sheffield S1 4GE
Type of financing/funding	Local and european funding
Partners	Ambassadors and other charities/ organisations and projects.
Keywords	<ul style="list-style-type: none"> * Community support * Young people * Opportunities * Youth Services
Description of the initiative	
<p>Sheffield Futures identified the importance of helping all young people who are in a vulnerable position or have some barrier for their progress into the labour market, further education or training. They have identified the need to target children when they are younger, e.g. in schools and in youth clubs and give specialised support.</p> <p>Sheffield Futures offers a wide range of services. They provide support for young people and opportunities for education, training and employment. They work together with organisations and the National Careers Service to improve life chances for young people. On the Sheffield Futures website and in their charity, volunteering, training opportunities and employment is advertised. Support is offered to individuals to help them successfully apply for roles and opportunities.</p>	

What is the percentage of success of your initiative? How can you improve your results?

Sheffield Futures has spent over £7.6 million to support young people. Sheffield Futures also provides an opportunity for professionals to find an employee and they have resources to support them with their workers.

Initiative's strengths

Sheffield Futures is a great organisation with positive feedback and reviews from service users, other organisations and employees. Individuals have found the service useful on their journey to employment, training or further education.

Some feedback includes:

‘Many people do not know the true impact of centres such as the ones that I attended as a young person but I can say if they had not been around, I may not have had the direction, focus and success that I am enjoying today.’

‘These experiences and being involved with the project definitely had a positive impact on my development as a young person.’

Talent Match Sheffield City Region is a project developed by Sheffield Futures which has received a funding of £106 million from the Big Lottery Fund. It has been running for the last five years. It has benefited the lives of over 2,500 young people in the region of Sheffield which is the furthest away from the job market. A group of 23 coaches worked with 18-24 year olds on a one-on-one basis. The individuals they supported were unemployed for over a year and struggled with other barriers to employment, such as learning disabilities, mental health, and other challenges. The programme was co-designed with the help of young people in order to analyse their needs and develop a programme suitable for the target group.

The team at Sheffield Futures currently leads 40 workshops a week, funded by the Sheffield City Council. The funding enables Sheffield Futures to transform their way of working with NEETs. Sheffield Futures also takes part in fundraising. Recently, they have been able to develop a new youth services programme called ‘Youth Sheffield’ after raising £20,000.

Some of the reviews of the charity include:

“Full of people who will do whatever they can to help”

“Did a computer course. Never used one before, was explained in words I understood. Excellent tutors, would do more if offered”

“I had a great one to one meeting and would recommend this service to everyone who needs careers advice or any advice on their future working life”

5. Conclusion

Through this exchange of good practices all the partners have learned new ways of working and developing projects and activities, but this output is also useful for the rest of European and worldwide organisations since this material is freely available and all these Initiatives can be very useful for any type of organisation in order to fight youth unemployment as well as it can serve as an inspiration to build their own initiative based in some of the features presented.





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

Project Number: 2018-2-ES02-KA205-011969



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