



Monitoring good practices in the areas of **EMPLOYMENT, SOCIAL AFFAIRS AND INCLUSION**



Examples of projects funded by
DG EMPL in 2011-2012
Report 2

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MONITORING GOOD PRACTICES IN THE AREAS OF EMPLOYMENT, SOCIAL AFFAIRS AND INCLUSION

Report on examples of projects funded by DG EMPL in 2011-2012

Directorate-General for Employment, Social Affairs and Inclusion

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Abstract

The European Commission finances projects enabling national, regional and local administrations, social and economic partners and other organisations to develop and deliver new services, develop and assess new policies and exchange good practices in the fields of employment, working conditions and social protection and inclusion. To facilitate the dissemination of the achieved results this report reviews good practice examples of projects supported by the European Programme PROGRESS in the years 2011-2012. For example, one group of projects in the field of employment focused on the development of public-private partnerships in employment services to enhance their quality and efficiency. The other group of projects contributed to the collection and exchange of good practices among European partner countries on career guidance services and vocational orientation to facilitate the transition of young people from education to work. Finally, projects in the area of social protection and inclusion focused on the promotion and development of national policies for healthy, active and dignified ageing.

All projects collected a solid and comparative knowledge base, good practice examples from different EU countries and policy recommendations, which may be interesting to policy-makers designing or implementing policy interventions in the respective policy areas. The projects covered by this report are good practice examples of public-private partnerships in employment, community involvement and skills forecasting in emerging economy sectors.

Résumé

La Commission européenne finance des projets qui permettent aux administrations nationales, régionales et locales, aux partenaires économiques et sociaux et à d'autres organisations de développer et de proposer de nouveaux services, de concevoir et d'évaluer de nouvelles politiques et d'échanger des bonnes pratiques dans les domaines de l'emploi, des conditions de travail, de l'inclusion sociale et de la protection sociale. Afin de faciliter la diffusion des résultats obtenus, le présent rapport analyse les exemples de bonnes pratiques des projets financés par le programme européen Progress sur les années 2011 – 2012.

À titre d'exemple, un groupe de projets dans le domaine de l'emploi a travaillé au développement des partenariats public-privé dans les services de l'emploi, afin d'améliorer leur qualité et leur efficacité. L'autre groupe de projets a participé à la collecte et à l'échange de bonnes pratiques entre les pays européens partenaires dans le domaine des services de l'orientation professionnelle, et ce dans le but de faciliter la transition des jeunes entre le monde de l'éducation et celui du travail. Enfin, les projets dans les domaines de la protection sociale et de l'inclusion ont travaillé à la promotion et au développement de politiques nationales pour un vieillissement sain, actif et digne.

Les projets ont tous collecté des bases de connaissances solides et comparatives, des exemples de bonnes pratiques provenant de différents pays européens et de différentes recommandations politiques ; ces éléments peuvent intéresser les décideurs politiques lors de la conception ou de la mise en œuvre d'interventions politiques dans leurs domaines politiques respectifs. Les projets couverts dans le présent rapport sont des exemples de bonnes pratiques concernant les partenariats public-privé dans les domaines de l'emploi, de l'implication des communautés et de la prévision des compétences dans les secteurs économiques émergents.

Zusammenfassung

Die Europäische Kommission finanziert Projekte, die Behörden, Sozialpartner, Unternehmen und andere Organisationen auf nationaler, regionaler und lokaler Ebene dabei unterstützen, in den Politikfeldern Beschäftigung, Arbeitsbedingungen sowie soziale Eingliederung und Sozialschutz neue Dienstleistungen zu erbringen, neue politische Strategien zu entwickeln und auszuwerten sowie bewährte Verfahren auszutauschen. Um die Verbreitung der erzielten Ergebnisse zu erleichtern, stellt dieser Bericht erfolgreiche Projekte vor, die in den Jahren 2011-2012 durch das europäische Programm Progress gefördert wurden.

So konzentrierte sich beispielsweise einige Projekte im Bereich Beschäftigung auf den Aufbau von Partnerschaften zwischen öffentlichen und privaten Arbeitsvermittlungsstellen, mit deren Hilfe die Qualität und Effizienz ihrer Arbeit verbessert werden kann. Andere Projekte trugen zur Erfassung und zum Austausch bewährter Verfahren bei der Berufsberatung bei, mit deren Hilfe der Übergang junger Menschen vom Bildungssystem in den Arbeitsmarkt unterstützt wird. Projekte aus dem Bereich Sozialschutz und soziale Eingliederung konzentrierten sich auf die Förderung und Entwicklung nationaler politischer Strategien für gesundes, aktives und würdevolles Altern.

Alle Projekte erhoben zuverlässige und vergleichbare Daten, sammelten bewährte Verfahren aus unterschiedlichen EU-Mitgliedstaaten und fassten diese in Politikempfehlungen zusammen, die den Entscheidungsträgern in den jeweiligen Politikfeldern bei der Entwicklung innovativer Strategien wichtige Hilfestellungen bieten können. Die in diesem Bericht untersuchten Projekte sind Beispiele für bewährte Verfahren beim Aufbau öffentlich-privater Partnerschaften zur Beschäftigungsförderung, bei der Förderung des bürgerschaftlichen Engagements und bei der Erfassung der in Wachstumsbereichen nachgefragten beruflichen Qualifikationen.

Introduction

Monitoring good practices is part of the performance monitoring of the European Union's Programme for Employment and Social Innovation (EaSI) 2014-2020. It foresees four biannual reports on projects considered to be examples of good practice, in view of facilitating their dissemination. This is the second biannual report, which follows the first one issued in 2014.

The aim of the identification and sharing of good practices is to capture evidence on the effectiveness of a practice, to improve its visibility and dissemination so that it becomes easily accessible and reusable by all informed stakeholders: decision makers, socio-economic partners, NGOs, academia, media, and civil society at large, and facilitates learning from others. It is expected that the sharing of good practices will inspire further change and "better practice".

This exercise covers projects funded under previous programmes now integrated under EaSI within the policy areas of employment, social protection and inclusion and working conditions, specifically, the European Union Programme for Employment and Social Solidarity – PROGRESS (2007-2013) and the European Employment Services – EURES during the period between 2011 and 2013. The projects were funded by the Commission as a result of specific calls for proposals and following the selection procedures of each call.

In the policy area of employment the Commission has funded projects to support cooperation among public and private employment services and the exchange of good practices in employment and labour mobility, following nine calls for proposals (see box 1).

Box 1. Calls for proposals the policy area of employment

PROGRESS

Reference number	Title
VP/2011/005	Public Employment Services & Private Employment Services working together; PARES (Partnerships between Employment Services)
VP/2011/010	Projects contributing to exchange of good practices (covered by this report)
VP/2012/013	PARES: Partnerships between Employment Services
VP/2013/010	Delivering on skills for growth and jobs
VP/2013/016	PARES: Benchmarking between Employment Services

EURES

Reference number	Title
VP/2011/006	Preparatory action "Your first EURES job"
VP/2012/006	Preparatory action "Your first EURES job"
VP/2013/004	EURES (European Employment Services)
VP/2013/014	Preparatory action "Your first EURES job"

In the policy area of social protection and social inclusion the Commission has funded projects to support policies for active ageing and the development of social, health and long-term care services, social experimentation and equality, following seven calls for proposals (see box 2).

Box 2. Calls for proposals in the policy area of social protection and social inclusion

PROGRESS

Reference number	Title
VP/2011/007	Call for proposals on innovative policies to support healthy, active and dignified ageing and raise the effectiveness and efficiency of spending on social, health and long-term care services and benefits
VP/2011/009	Call for proposals for social experimentations
VP/2012/007	Call for proposals for social policy experimentations
VP/2012/010	Call for proposals for actions related to the development of pension modelling and for support for mutual learning in national pension reform processes
VP/2012/011	Support for the development of a tracking service for private pension entitlements
VP/2013/012	Call for proposals for social policy experimentations supporting social investments
VP/2013/013	Support to the design of reform strategies for more cost-effective social protection systems

In the policy area of working conditions the Commission has funded projects that deal with restructuring, well-being at work and financial participation as well as with posting of workers, following three calls for proposals (see box 3). Projects within different policy areas as well as projects within the same policy area that are funded through different

Box 3. Calls for proposals in the policy area of working conditions

PROGRESS

Reference number	Title
VP/2011/008	"Restructuring, well-being at work and financial participation"
VP/2012/009	"Mutual learning in the field of skills and employment; EU Sector Skills Councils; Restructuring"
VP/2013/008	"Posting of workers: enhancing administrative cooperation to access information"

This report includes projects that were completed and submitted their final reports to the Commission before 1 August 2014. Such projects were identified within three calls for proposals:

1. VP/2011/005 "Public Employment Services & Private Employment Services working together; PARES" (Budget line: 04.04 01 01) in the policy area of employment;
2. VP/2011/010 "Projects contributing to exchange of good practices" (Budget line: 04.04 01 01) in the policy area of employment;
3. VP/2011/007 "Innovative policies to support healthy, active and dignified ageing and raise the effectiveness and efficiency of spending on social, health and long-term care services and benefits" (Budget line: 04.04.01.02) in the policy area of social protection and social inclusion.

Out of 26 projects funded through these calls, 21 were assessed as being examples of good practice. Two of them were included in the 1st biannual report, while 19 are included in this report. The majority of these projects are within the policy area of employment (16 projects), while the policy area of social protection and inclusion is represented by three projects. Such distribution among the policy areas is determined not by the quality of the projects, but by the number of projects funded and finalised before the cut-off date for this report.

Projects within different policy areas as well as projects within the same policy area that are funded through different calls, should not be compared with each other, as they are different in terms of scope, aim, activities, budget and duration. They should rather be seen as distinct examples of good practice.

When selecting projects to be included in the good practice monitoring reports, a broad definition of the term “practice” has been adopted. It encompasses a process or a methodology that represents an effective way of achieving a specific objective, the one that has been proven to work well and produce expected results, and is therefore recommended as a model or as a useful example. The selection is carried out following a three-step approach:

- First, a review of the final technical reports of the relevant action grants is carried out and a number of projects are selected according to the core criteria of effectiveness, transferability, sustainability, innovativeness and impact/European added value, and the horizontal criteria of gender equality, non-discrimination, inclusion of vulnerable groups, and contribution to employment and social protection and inclusion.
- Then, the projects which meet quantitative criteria and have a positive qualitative assessment are subject to a more in-depth analysis of additional information and consultations with the curators of the calls. Thus, the initial assessment is verified and the strongest aspects of the selected good practices are identified.
- Finally, the projects are classified according to broad policy areas. Context-related keywords on policy sub-areas, types of activities and target groups are assigned to each of them to facilitate the search for and dissemination of necessary information.

The report is structured according to policy areas, and the projects are grouped according to their respective call for proposals. The description of each project includes general information on its policy area and sub-area, type of activity, target groups, participating countries and organisations, EU contribution and project duration, as well as specific information on the project’s results, activities, context and sustainability. Links to additional information are provided at the end of each description.

EMPLOYMENT

Public Employment Services and Private Employment Services working together

The call for proposals VP/2011/005 “Public Employment Services & Private Employment Services working together; PARES (PARTnerships between Employment Services)” (Budget line: 04.04 01 01) aimed to encourage new forms of collaboration between employment services at EU level for the delivery of complementary services with a high standard of quality and efficiency. This call supported projects which involved at least two different types of partners from public, private or third sector employment services, and could involve education and training providers, NGOs, welfare institutions, etc. to work together. Partners could be of the same country.

Each project was expected to achieve the two following outcomes:

1. The development and delivery to the end users of **specific employment service(s)** by the mixed set of partners, with measurable pre-defined outcomes (placement/integration numbers). The priority target groups were long-term unemployed people and low skilled workers. Other possible target groups were single mothers, immigrant and ethnic groups.
2. The provision of **analytical and methodological findings** related to the form of the partnership between the co-operating employment services experienced during the service(s) delivery above, with success and failure factors. Based on their experience of the day-to-day delivery of the service(s), the projects were expected to analyse what are the building blocks for a successful cooperation of employment services.

The call was open to all EU Member States, EFTA/EEA countries (Norway, Iceland and Liechtenstein), EU candidate countries (Croatia, the Former Yugoslav Republic of Macedonia, Turkey) and potential candidate countries (Serbia).

The total available budget for this call was EUR 1.500.000. The EU's financial contribution did not exceed 80% of the total eligible costs of the activities involved. Duration of each project was maximum 18 months.

Totally there were 6 projects funded through this call for proposals. All of them were completed before the cut-off date for this report and 5 of them were assessed as being good practice examples.

1) Public-Private Partnership for the Delivery of Innovative Integrated Personalized Employment Services to Long Term Unemployed People



Project title	Public-private partnership for the delivery of innovative integrated personalized employment services to long term unemployed people
Identification of the call	VP/2011/005
Project identification number	VS/2012/0026
Policy area	Employment
Policy sub-area	Public employment services
Type of activity	Development and delivery of specific employment service(s)
Direct target groups	Employment services
Ultimate target groups	Unemployed
Participating countries	Italy
EU contribution (Euro)	375 000 (300 000)
Project duration	1 March 2012 – 31 August 2013 (18 months)
Coordinator	Province of Modena, Italy

Results: The project resulted in structuring the model of public-private partnership delivering personalised and integrated employment services. It strengthened the capacity of the Provincial Administration of Modena, especially the staff of the employment centres, to programme active employment policies and engage in a synergic work with the local private bodies. The project partners developed, piloted and evaluated a number of methods and techniques that could be transferred to other contexts, specifically: 1) a profiling technique that allows to identify those most at risk of staying in long-term unemployment, 2) methods for matching the final beneficiaries with services to be provided (customization of services), 3) methods and techniques for integrating public and private services, including methods of relationship with companies for the surveying of vacancies and the functioning of a public-private partnership model. The services were piloted on 124 unemployed, 65 of which received employment contracts (46% of them longer than 6 months).

Project description: The project aimed at modelling and testing public-private partnership in employment and the improvement of services offered to final beneficiaries. It started with a signing of a Partnership Protocol of Action, which was the founding element of the partnership model tested along the project. The Operational Coordination Group and the Steering Committee were appointed as the managing and strategic structures of the project. Then, the project partners identified the clients of personalized integrated services through the profiling technique, elaborated Individual Action Plans (IAP), carried out activities foreseen in the IAPs (counselling and individual coaching, workshops of guidance, job clubs, training and traineeships) and supported the implementation of paths of re-integration to work. All project activities were monitored and evaluated, including the quantitative analysis of effectiveness based on a counterfactual logic.

Notable aspects of good practice: The project has been effective and has achieved the majority of its objectives set out in the beginning. The guidelines for public/private partnerships for delivery of integrated and personalized programs of placement for long term unemployed produced by the project highlight success or failure factors, preconditions, tools and processes that can be transferred in other contexts for similar purposes. In addition the project contributed to combating long-term unemployment and social exclusion. The impact was achieved at a local level in the Province of Modena by building the capacity of the employment centres and providing employment to low skilled workers.

Conclusion and follow-up: A new profiling technique developed and piloted by the project partners revealed the need for a different structuring of unemployment databases. As a result of lessons learned during the project, the Province of Modena has actually started a re-definition of the methods and procedures of data recording of the clients of the employment centres, which is expected to improve the quality of data and lead to more customised services.

More information

www.lavoro.provincia.modena.it

2) Green Employability: Transitions to Work for Unemployed and Low Skilled Sentenced Offenders

Project title	Green Employability: transitions to work for unemployed and low skilled sentenced offenders
Identification of the call	VP/2011/005
Project identification number	VS/2012/0036
Policy area	Employment
Policy sub-area	Green jobs
Type of activity	Development and delivery of specific employment service(s)
Direct target groups	Employment services
Ultimate target groups	Unemployed, Other groups at risk of exclusion
Participating countries	UK
EU contribution (Euro)	370 000 (296 000)
Project duration	30 May 2012 – 29 November 2013 (18 months)
Coordinator	Ministry of Justice, National Offender Management Service, UK
Partners	Devon and Cornwall Business Council, UK Devon and Cornwall Probation Trust, UK Green Reparation, UK Merseyside Probation Trust, UK Social Pioneers, UK UK Work Organisation Network, UK Wales Probation Trust, UK

Results: The project developed and piloted a Green Employability Model targeted at long term unemployed and low skilled offenders within the UK. The Workplace Behaviours criteria and assessment tools were designed and the Probation staff was trained in their use. Volunteers were recruited as Green Mentors and trained to deliver Green Lifestyles training. Relevant green employment and training opportunities for pilot participants within pilot localities were identified, and work trials and employment opportunities for the target group in pilot localities were promoted. The project activities and developments were evaluated and success or failure factors were identified, including a summary of good practices. The project report is available in English, French and German on the project's webpage.

Project description: This project had five objectives: 1) to forge new forms of collaboration between public sector employment services, social enterprises and private sector employers; 2) to enhance employability of long term unemployed and low skilled offenders within the green economy sector; 3) to provide a high quality, effective and value for money service; 4) to secure sustainable income for the green employability training and support for offenders beyond the life of the project; and 5) to analyse and disseminate project learning to other EU Member States and capture a business model for replication.

Notable aspects of good practice: The project was effective and has achieved most of its goals. The legacy of the project, specifically, new working practices, established partnerships, an integrated employability model for offenders and a generated knowledge can be transferred into a new landscape and used by other service providers within the UK or other EU countries. Some EU countries have maintained an interest in the project's experience, for example, the Dutch Probation Service has visited one of the pilot sites to take away possible ideas. This could potentially contribute to project's sustainability and wider impact. By aiming to provide employment for ex-offenders the project supported *growth in employment opportunities and social protection* of this specific target group.

Conclusion and follow-up: One of the main conclusions of the project is that whilst work experience is an important dimension of employability, it is unlikely to be sufficient and has to be supplemented with general skills like thinking and learning, personal management and team working. The development of these skills requires a proactive approach of Probation Trusts and a close partnerships with external bodies such as Job Centres, businesses and other stakeholders.

More information

<http://portal.ukwon.eu/green-employability-project>
<http://www.cep-probation.org/>

3) Improvement of the Effectiveness of the Public-Private Employment Service Cooperation

Project title	IEPPECO: project for the Improvement of the Effectiveness of the Public-Private Employment service Cooperation
Identification of the call	VP/2011/005
Project identification number	VS/2012/0037
Policy area	Employment
Policy sub-area	Public employment services
Type of activity	Development and delivery of specific employment service(s)
Direct target groups	Employment services
Ultimate target groups	Unemployed, Employers, Inactive, Employees
Participating countries	Netherlands
EU contribution (Euro)	367 350 (293 880)
Project duration	30 May 2012 – 29 November 2013 (18 months)
Coordinator	Activa BV (a private employment organisation), Netherlands
Partners	De Overstap (a private employment organisation), Netherlands Municipality of Apeldoorn (a public employment organisation), Netherlands

Results: The project improved cooperation between a public employment service organisation and two private organisations, secured in a cooperation protocol. The organisations jointly developed a new service product called the Social Secondment Model. The model was applied to the pilot group of 100 low skilled/long term unemployed workers, of which 25% were directly placed in sustainable jobs (had regular contracts instead of being seconded). The Social Secondment Model, the cooperation protocol, working manuals and evaluation reports are publicly available on the project website (in Dutch and English) and could be used by other PES organisations and municipalities not only in the Netherlands, but also in other countries. The project has also developed recommendations for the development and use of Social Secondments Models in Europe.

Project description: The main goal of this project was to encourage new forms of collaboration between public and private employment organisations for the delivery of complementary services with a high standard of quality and efficiency, especially focused on a better functioning of public service providers.

Context: The project was implemented against the background of severe cuts in social budgets and a pressure on municipalities as key providers of social and health services, including employment services and benefits, to extend with additional target groups and make their budgets more effective to keep services at an acceptable level. Moreover, the fall of the Dutch government in 2011 resulted in substantial social, economic and legislative changes as well as the restructuring of organisations participating in the project. All these changes had a major influence of the course and stability of the project, which survived due to the signed cooperation protocol between the partners.

Notable aspects of good practice: Despite significant changes in economic and political circumstances during the course of the project it was effective and achieved its goals. The project was piloted in the Netherlands, but the protocol and recommendations on cooperation and secondment model developed are transferable and could be adapted transnationally. One of the project's outcomes, the practice of secondment model, has been taken up by the municipality of Apeldoorn and will be sustained. The project focused on providing sustainable employment for low skilled/long term unemployed and managed to find permanent jobs to 25% of the target population. In this manner the project contributed to *decreasing long-term unemployment, poverty and social exclusion* and had an *impact* at a local level.

Conclusion and follow-up: Although for reasons not related to this project the cooperation between the project partners could not be continued on a contract basis, the municipality of Apeldoorn has kept the practice of the Social Secondment Model. The project has generated a lot of interest among national PES. They asked the project partners to help them find sustainable solutions for cooperation with private employment services. The Social Secondment Model and the cooperation protocol have been downloaded and disseminated quite a lot by other PES organisations and municipalities

More information

www.ieppeco.eu

4) The SWAN Programme

Project title	The SWAN Programme
Identification of the call	VP/2011/005
Project identification number	VS/2012/0041
Policy area	Employment
Policy sub-area	Public employment services
Type of activity	Development and delivery of specific employment service(s)
Direct target groups	Unemployed
Ultimate target groups	Unemployed
Participating countries	UK
EU contribution (Euro)	239 900.61 (179 900.61)
Project duration	25 May 2012 – 24 November 2013 (18 months)
Coordinator	Incommunities Group Ltd (a registered social housing landlord), UK
Partners	Bradford Chamber of Commerce, UK Lower Grange Community Association, UK Rockwell Community Centre, UK The Arc Community Centre, UK

Results: The project has established innovative community-led initiatives that have encouraged and strengthened local partnerships and networks beyond the grant-funded programme. By working with 29 public, private and voluntary-sector partners, the project created new opportunities for unemployed and hard-to-reach adults living in some of the district's most deprived communities to engage in community activities and access learning opportunities relevant to employment. The target groups were supported through a package of tailored measures to engage, progress and fulfil their potential. The project engaged with over 1400 people and more than 30 employers; more than 300 beneficiaries participated in accredited and non-accredited learning programmes; 50 adults were supported into employment, 15 people into self-employment and 25 people into voluntary work; 14 mentors were formally recruited and 61 school pupils were engaged.

Project description: The SWAN programme is a multi-agency project aimed to develop and test new models of engaging disadvantaged residents to provide them with learning and employment opportunities. To achieve that, SWAN co-ordinators organised community-engagement events to launch the project and consult with local residents on their needs and aspirations. The project staff worked with a range of local agencies and organisations to draw on their experience and knowledge and identify gaps in provision. Information gathered from consulting with community-based organisation, schools, service users and local residents was used to design, pilot and tailor community learning and mentoring programmes. SWAN also organised the Enterprise Networking event to engage with people interested in enterprise and innovation.

Context: The project was initiated and coordinated by Incommunities, which is a Registered Social Landlord with 22,000 homes across the Bradford district. It has been supporting localised community development since 2003. The SWAN Programme was established in three disadvantaged areas in the Bradford district with large concentrations of social housing, high levels of unemployment, low skills levels and low labour market attachment. In 2011, at the time of application, Bradford was ranked 26th out of 326 most deprived English local authority areas.

Notable aspects of good practice: The Swan project was effective and achieved all its goals set out in the beginning. The good practices of models of disadvantaged adult engagement and progression to work developed during the SWAN were taken up by social housing provider. This way the project's outcomes will be *continued and sustained*. The impact of the project was achieved at the local community levels in targeted districts. The project focused on disadvantaged adults and this way contributed to *growth in employment possibilities and social inclusion*.

Conclusion and follow-up: The SWAN programme has demonstrated how outcomes can be maximised when existing cross-sector employment, training, skills and enterprise resources are drawn together and delivered locally in a flexible and engaging way. Incommunities has taken SWAN into its formal delivery plan for the next financial year through Incommunities Foundation Limited. It will continue to develop models of engagement and progression to employment based on good practice established during SWAN in new neighbourhoods.

More information

<http://goo.gl/OKbl3b>

<http://goo.gl/vMZOGG>

5) Partnership for Job - Integration through Skills Development and Training

Project title	Partnerschaft für Arbeit -Integration durch Kompetenzentwicklung und Qualifizierung
Identification of the call	VP/2011/005
Project identification number	VS/2012/0070
Policy area	Employment
Policy sub-area	Public employment services
Type of activity	Development and delivery of specific employment service(s)
Direct target groups	Employment services
Ultimate target groups	Unemployed
Participating countries	Germany
EU contribution (Euro)	260 673 (208 303.79)
Project duration	1 May 2012 – 31 October 2012 (18 months)
Coordinator	Technologie- und Berufsbildungszentrum Königs Wusterhausen gGmbH (Technology and Vocational Training Centre), Germany
Partners	Jobcentre Dahme-Spreewald, Germany Jobcentre Teltow Fläming, Germany Ring der Arbeitsvermittler e.V.-Fachverband der privaten Arbeitsvermittler und Personalberater (Trade association of private employ- ment agencies and recruitment consultants), Germany

Results: The project has strengthened the market position of the beneficiary, which is a private service provider contracted by the public jobcentres. The project developed uniform guidelines and documentation for a job placement (a profile of a jobseekers, an individual employment plan, an internship contract, an employment confirmation form, a service evaluation form), created and launched a new Internet platform for active job search and developed two educational programmes for a safety officer and a nursery assistant. Special emphasis in the training was placed on the combination of technical and social skills. As a result of the project activities, 48 participants out of 98 received job placements (50% placement rate) and 40 participants were trained.

Project description: The project aimed to develop a close collaboration network between public and private employment partners, which would result in highly specialised services for long-term unemployed and, consequently, lead to their career planning and job placements. The project activities took place at 4 locations in the cities of Kingswells, Zossen, Lubben and Luckenwalde within two counties in Germany. All project documentation is available in German on the project's website.

Notable aspects of good practice: The project has achieved its goals and was effective. The manuals and guidelines developed by the project could be *transferred* and used in other contexts. The partnership between the partners will be continued and this will contribute to *sustainability* of the project outcomes. The impact was achieved at the local level of 4 cities where 48 project participants have been employed. The project focused on such target groups as unemployed minorities, long-term unemployed, older unemployed and unemployed youths without qualifications, thus contributing to *social inclusion and combating long-term unemployment*.

Conclusion and follow-up: The project has shown that concerted actions of public authorities and private employment agencies lead to significantly better success in job placement of the unemployed. However, if the project experience and results are to be transferred, dissemination and transnational aspects have to be taken into account as well as a more detailed plan on how the cooperation between the jobcentre, other public service providers and the private provider is structured.

More information

<http://www.tbz-pares.de/>

<http://www.jobnetzwerk.de/tbz/>

Projects contributing to the exchange of good practices

The call for proposals **VP/2011/010** “Projects contributing to exchange of good practices” (Budget line: 04.04 01 01) aimed to encourage mutual learning at local, regional and national levels and enhance transferability of the most effective policies, which would facilitate the first transition for youth from education to the labour market. Projects funded through this call were expected to result in the collection of examples of concrete policy measures leading to the provision of quality career guidance services and vocational orientation.

Applicants were encouraged to submit proposals that involved different partners coming from different EU Member States, candidate and pre-candidate as well as EFTA/EEA countries. The collection of policy examples had to be structured so that all involved partners could learn from each other which policies work best, and in what contexts, as well as which measures had proven unsuccessful, and for what reasons.

Activities to be funded included workshops, seminars, round-tables, study visits, staff exchange and communication activities; information campaigns and awareness raising efforts; networking; small-scale studies and literature reviews.

The total available budget for this call was EUR 2.000.000. Duration of each project was maximum 12 months. Totally there were 14 projects funded through this call for proposals. Before the cut-off date for this report, 13 of them were completed and 11 were assessed as being good practice examples. One of the projects was covered by the 1st biannual report on good practices.

6) Young Graduates and the Social Sector: Developing New Job Opportunities

Project title	Young graduates and the Social Sector: developing new job opportunities
Identification of the call	VP/2011/010
Project identification number	VS/2012/0015
Policy area	Employment
Policy sub-area	Youth employment, New Skills for New Jobs
Type of activity	Exchange of good practices
Direct target groups	Regional/local authorities, Universities and research institutes, Associations, non-governmental organisations and similar
Ultimate target groups	Young people
Participating countries	Italy, Slovakia, Italy, Slovenia, Romania, Czech Republic
EU contribution (Euro)	184 535.31 (145 782.89)
Project duration	23 January 2013 – 22 January 2014 (12 months)
Coordinator	Fondazione CUOA (a business school), Italy
Partners	Regione Veneto/Labour Department (a public administration), Italy Coordinamento nazionale comunita' di accoglienza, CNCA, Veneto (a national association of social cooperatives), Italy Constantine the Philosopher University in Nitra, Slovakia Eko-Humanitatis, Institute for Multidisciplinary Research and Engagement in the Field of Sustainable Solutions, Ecology and Humanities, Slovenia Harghita County Council, Romania Tomas Bata University in Zlin, Czech Republic

Results: The project revealed that new managerial and entrepreneurial approach is emerging within the social sector, where an increased role is being played by abilities to analyse demand from the society, fund raising skills and abilities to effectively communicate with stakeholders and local communities. It also identified the gap between the needs of new skills in the social sector and the perception of needs and expectations of young graduates and university students. Finally, the project collected best practices that could promote youth entrepreneurship in the Third sector and enable the upgrading of education and training activities of educational institutions as well as social and youth policies of local governments involved in the project.

Project description: The aim of the project was to identify new professional opportunities for young unemployed graduates within the social sector in each partner's country and exchange good practices. Target groups of the project were 1) young graduates, especially girls with humanistic degree, 2) social actors and stakeholders, and 3) operators and managers of social cooperatives. The project activities included surveys carried out in each partner's country using a common template to investigate the needs of the social sector and skill gaps of young graduates; study visits in each partner's country to share good practices and outcomes of the surveys; and a final seminar to disseminate results of the project.

Context: The project originated from the need for social sector organisations to develop new competences in order to respond to new social challenges, including social cuts as a result of the crisis, on the one hand, and the difficulties in work placement of young graduates, especially in humanities, on the other hand. Although the needs of the social sector have been rapidly changing, the curricula in the education system, specifically universities, was quite still.

Notable aspects of good practice: Involvement of stakeholders from different areas such as universities and county councils contributed to addressing the needs of all the parties' involved and achieving project's goals effectively. The project was implemented in Italy, Czech Republic, Slovenia, Romania and Slovak Republic. This way common, transnational approaches to encourage youth employment were developed and the practices could be transferred to other settings. The outcomes of the action provided some innovative suggestions and recommendations on how to improve the employability of graduates from humanities. The target group of the project was young graduates, especially women holding degrees in humanities and addressed the criteria of inclusion of vulnerable groups.

Conclusion: The survey outcomes and the observations born from the study visits revealed that new social training policies must therefore provide multidimensional skills to allow future social workers to act in a mix of self-entrepreneurial and high relational competences.

No website available

7) Youth-“izing” Europe for better future

Project title	“Youth-“izing” Europe for better future”
Identification of the call	VP/2011/010
Project identification number	VS/2012/0016
Policy area	Employment
Policy sub-area	Youth employment, New skills for new jobs
Type of activity	Exchange of good practices
Direct target groups	Social and economic partners
Ultimate target groups	Young people
Participating countries	Bulgaria, Romania, France, Poland, UK
EU contribution (Euro)	159 916.85 (127 933.92)
Project duration	15 January 2013 – 14 January 2014 (12 months)
Coordinator	Trade union “Metalicy” – KNSB, Bulgaria
Partners	Bulgarian Association of the Metallurgical Industry, Bulgaria FNS Solidaritatea Metal (SMETAL), Romania FO “Metaux” (a trade union of metal workers), France FSLI-Metal, Romania OPZZ Metalworkers’ Trade Union Confederation of Poland Metalowcy OPZZ, Poland Trade Union Federation of Steel Workers METAROM, Romania Unite the Union (Unite), UK

Results: This project promoted mutual learning among social partners of the metal industry through the exchange of good practices on the development of innovative approaches to career guidance and vocational training of young people in the partner countries. The necessary changes in education should focus on professional practice internship with clearly defined figure of the «tutor» and financial participation of employers in the provision of continuing education for workers.

Project description: The project aimed to encourage partnerships between enterprises and educational institutions in order to support the development of the competences and skills that young people need to participate fully in employment and society. The project activities included a large-scale survey on the situation of young people in the partner countries and national strategies for their empowerment, 1 discussion forum, 4 workshops and the final conference.

Context: The project was initiated and implemented by the trade unions of the metal industry, which see their role in bridging the gap between business and education by supporting business in the search of high skilled workers, on the one hand, and young people in the searching of their first job, on the other hand. It was implemented in the context of the economic crisis and ongoing restructuring in major economic sectors, which led to the increased youth unemployment, aggravated by a misbalance between the skills required by employers and the skills of young people.

Notable aspects of good practice: The project was implemented effectively and achieved the majority of its goals set out initially. The project results will be sustained due to partners' affiliation to IndustriAll Europe and IndustriAll Global Trade Union. Via these structures the results can be taken up and transferred to other settings. By helping to promote the possibilities for youth to find employment the project contributes to promotion of social inclusion of this vulnerable group.

Conclusion and follow-up: The practice and experience of the partner countries show that the solution to the problems of youth unemployment and skills gap can be found only by the joint efforts of the competent state institutions and social partners. All project partners have declared their willingness for further collaboration in the framework of transnational cooperation, which will be possible due to their affiliation to IndustriAll Europe and IndustriAll Global Trade Union.

More information

<http://www.youth-izing.com>

8) Exchanging Good Practice and Experience in the School-to-Work Transition Process in Europe

Project title	School-to-WorkEU - Exchanging good practice and experience in the School-to-Work transition process in Europe
Identification of the call	VP/2011/010
Project identification number	VS/2012/0018
Policy area	Employment
Policy sub-area	Youth employment
Type of activity	Exchange of good practices
Direct target groups	Regional/local authorities, Universities and research institutes, Associations, non-governmental organisations and similar
Ultimate target groups	Young people, Unemployed
Participating countries	Belgium, France, Germany, Italy, Poland, Portugal and Spain
EU contribution (Euro)	251 557 (201 245.60)
Project duration	1 February 2013 – 31 January 2014 (12 months)
Coordinator	INFORCOOP - Istituto Nazionale di Formazione della Lega delle Cooperative e Mutue (National Institute of Education of the League of Cooperatives and Mutuals), Italy
Partners	<p>Ada und Theodore Lessing Volkshochschule Hannover (Ada and Theodore Lessing Community College Hanover), Germany</p> <p>Associação Nacional para a Acção Familiar (National Association for Family Action), Portugal</p> <p>Cracow University of Economics, Poland</p> <p>Federacion de asociaciones de mujeres empresarias en la economia social (Federation of associations of women entrepreneurs in the social economy), Spain</p> <p>GEBALIS – Gestão dos Bairros Municipais E.E.M.(A social housing administration), Portugal</p> <p>European Policies Unit and Managing Authority of ERDF and ESF, Italy</p> <p>Maison de l'Emploi et de la Formation du Cotentin (An employment and training service), France</p> <p>Mission Régionale pour l'Insertion et l'Emploi à Charleroi (A regional mission for integration and employment), Belgium</p> <p>WORKOPP (A job centre), Italy</p>

Results: The project collected and published a catalogue of good practices that cover various aspects of the school to work transition in different national contexts (totally 14 good practices from 7 countries). Specifically, the good practices include: labour market services for excluded groups, actions with particular attention to immigrants, guidance for students, apprenticeship programmes, training on the job with an international perspective, training centres, actions to support self-employment, actions to support mobility and innovative way to offer employment services. All project material is available in English on the project's website.

Project description: The project aimed to improve knowledge and understanding of school to work transition in the partner countries and to promote networking, mutual learning and the exchange of good practices. It specifically focused on young NEETs (not in employment, education or training), as a particularly challenging group in the transition between the education system and the labour market. The project activities included the development of country reports, good practices catalogue and strategic guidelines for national and regional policymakers, the organisation of national seminars, study visits and the final conference, and the creation of the project's website.

Context: The project was implemented in the context of growing youth unemployment, increasing number of NEETs in all participant countries and the pressing need for adequate policies to improve the school to work transition. Notable aspects of good practice: The project achieved its goals effectively. The School-to-WorkEU project can be assessed as transferrable as it was implemented in several European countries and its outputs could be adapted in other countries. The project focuses on NEETs and, hence, addresses an important criteria of inclusion of vulnerable groups and promotion of employment.

Conclusion and follow-up: The project revealed that an effective school to work transition needs integrated education and labour market policies, especially at local level, employment services that focus on the clients' needs, start up incentives to favour self-employment and employment incentives to companies hiring young people. No follow-up activities were planned after the end of the project.

More information

<http://schooltoworkeu.inforcoop.it/>

9) Youth4JOB

Project title	Youth4JOB
Identification of the call	VP/2011/010
Project identification number	VS/2012/0019
Policy area	Employment
Policy sub-area	Youth employment
Type of activity	Exchange of good practices
Direct target groups	Regional/local authorities, Universities and research institutes, Associations, non-governmental organisations and similar
Ultimate target groups	Young people, Unemployed
Participating countries	Italy, Portugal, Slovakia, France, Greece, Netherlands, Spain, Latvia, Ireland
EU contribution (Euro)	271 546.07 (217 236.85)
Project duration	1 January 2013 – 31 December 2013 (12 months)
Coordinator	Promidea cooperative sociale (a social cooperative), Italy
Partners	<p>Agência de Desenvolvimento Regional do Vale do Ave (a regional development agency), Portugal</p> <p>Agency for Innovation and European Cooperation, Slovakia</p> <p>Centre Régional Information Jeunesse Côte d'Azur (a regional youth information centre), France</p> <p>Hellenic Regional Development Centre, Greece</p> <p>ISD Noordenkwartier (an inter-municipal social service), Netherlands</p> <p>Galician Government - Ministry of Labour and Welfare - Department of Youth and Volunteering, Spain</p> <p>Latvian Maritime Academy, Latvia</p> <p>Settore politiche giovanili e del forum regionale della gioventu' della Regione Campania (a regional youth policy forum), Italy</p> <p>South-East Regional Authority, Ireland</p>

Results: The project produced a Joint Research on the Identification of Good Practices and Quality Services in the field of vocational orientation and guidance. It provides a clear picture of services, programmes and existing practices in the participant countries as well as a better idea about general trends in national policies in the field of youth employment. Conclusions and recommendations with regard to every service under study were also provided. The project partners have recognized the joint research as an important tool for planning training and professional guidance activities targeted at young people. In addition, 5 specific case studies were produced on the ICT sector, entrepreneurship, tourism, maritime related issues and work with migrants. All case studies covered the issues of support services to young job seekers, labour market mechanisms, gender issues and skills forecasting and anticipation.

Project description: The general objective of the project was to provide analysis and policy advice on the first transition for youth from education to the labour market. Along with research activities, meetings, study visits, a seminar and the final conference were organised. All project publications as well as working papers from the events are available on the project's website.

Notable aspects of good practice: The deliverables of the project have been produced effectively with minor delays the project reached, broadly, its planned objectives. The project results can be regarded as transferable since the project was implemented in 9 EU countries and recommendations and guidelines it has generated can be used by stakeholders in other countries. Some partners are implementing or will implement the best practices and recommendations identified in the framework of such documents, within their institution or within their geographical area which will contribute to the sustainability of the results. The project addressed non-discrimination and promotion of quality and sustainable employment for youths.

Conclusion and follow-up: The project partners have concluded that youth employment can be promoted only through collaboration and coordination with all relevant stakeholders. The success or failure of EU-level initiatives «Youth Guarantee» and «Youth on the Move» will depend on the level of interaction between relevant agents and their efficiency, which can be achieved only if clear and measurable quantitative and qualitative goals are in place. As a follow-up, several partners have planned to implement some of the best practices and recommendations identified during the project. The project partners have also identified three economic subsectors which, due to their strategic growth, could be further studied in the framework of a cooperation project on youth employment, specifically: green economy, social economy and creative and cultural industries.

More information

<http://www.youth4job.eu/>

10) Uniting Practices for 2nd Generation Youth

Project title	UP2YOU. Uniting Practices for 2nd generation YOUth
Identification of the call	VP/2011/010
Project identification number	VS/2012/0020
Policy area	Employment
Policy sub-area	Youth employment
Type of activity	Exchange of good practices
Direct target groups	Regional/local authorities, Universities and research institutes, Associations, non-governmental organisations and similar
Ultimate target groups	Young people, Unemployed
Participating countries	Italy, Spain, Romania, Germany, France, Czech Republic
EU contribution (Euro)	269 381.17 (213 086.13)
Project duration	1 February 2013 – 31 January 2014 (12 months)
Coordinator	Istituto Psicoanalitico per le Ricerche Sociali, IPRI (Psychoanalytic Institute for Social Research), Italy
Partners	<p>Union of Italians in the World, Spain</p> <p>Union of Italians in the World, Lille, France</p> <p>Union of Italians in the World, Czech Republic</p> <p>Union of Italians in the World, Germany</p> <p>Asociatia Latina, Romania</p> <p>Christian Youth Villages, Germany</p> <p>Coined Spagna, Spain</p> <p>Institute for the Protection and Assistance of Workers, Italy</p> <p>Municipio Roma 3, Italy</p>

Results: The project collected good practices within four European countries (France, Germany, Italy, and Spain) on the transition of the second generation (2G) immigrant youth from education to employment. It produced 4 national desk research reports, 4 introductory documents to the seminars, 4 transnational seminars reports and a set of policy recommendations that transcend national borders. The project has succeeded in building an initial network of stakeholders in all 6 partner countries for future cooperation and made a step towards the creation of a common language as well as a shared view on the project topic that can transcend national and professional borders and possibly contribute, in the long term, to harmonizing national policies addressing 2G youth. All reports and the policy brief produced by the project can be accessed through the IPRS website.

Project description: The overall aim of the project was to promote the sharing of local and national practices and experiences in facilitating the transition of 2G youth from education to employment and stimulate a multiplier effect that help reduce youth unemployment and improve job prospects for young people in the EU. The key target group of the project, 2G youth, participated actively in all transnational project events and contributed to the project's outcomes by providing their point of view on the project topic and discrimination issues. The project also involved other stakeholders: social actors in the areas of employment and education, policy makers/public authorities, academics and the third sector, in particular juvenile and immigrant associations as well as advocacy NGOs, all of which contributed to the general debate and the promotion of good practices that could be transferred to other partner countries. The project activities involved desk research, 4 transnational seminars and the final conference.

Notable aspects of good practice: Up2You project has achieved its goals and was effective. The results of the project are transferrable as they include a collection best practices in 2nd generation immigrant youth employment strategies across 6 participating countries. The non-discrimination criteria was addressed by the project by targeting 2nd generation immigrant youths. The project also worked towards combatting youth unemployment and social exclusion.

Conclusion and follow-up: The involvement of stakeholders of diverse professional backgrounds is crucial to providing different viewpoints on the project subject and it is complementary to diversity in country (and language) of origin. The experts participating in all four transnational seminars clearly showed appreciation for having had the opportunity to listen to and learn from the others' experiences. Experts, in particular those representing public authorities, agreed that such opportunities are scarce in their professional life and should be encouraged.

More information

<http://www.iprs.it/>

1.1) Building Bridges from School to Employment

Project title	Building Bridges from School to Employment
Identification of the call	VP/2011/010
Project identification number	VS/2012/0393
Policy area	Employment
Policy sub-area	Youth employment
Type of activity	Exchange of good practices
Direct target groups	Regional/local authorities, Universities and research institutes, Associations, non-governmental organisations and similar
Ultimate target groups	Young people, Unemployed
Participating countries	Spain, Greece, Turkey, Germany
EU contribution (Euro)	212 480.60 (159 360.18)
Project duration	1 January 2013 – 31 December 2013 (12 months)
Coordinator	The Docete Omnes Foundation, Spain
Partners	Association of Innovation and Job training for Sustainable Development, Spain Cooperativa Cramars S.C.AR.L., Spain DAFNI KEK, Greece Karatai Counselling and Research Centre, Turkey Project Workshop, Environment and Development, Germany

Results: The project partners have collectively developed a manual for teachers and directors of vocational training centres, which could facilitate the transition of their students from education to work. The teaching methodology of the manual was based on good practices collected in the partner countries. The manual as well as the collection of good practices were translated, published and disseminated in the partner countries and are also available on the project's website.

Project description: The key idea of the project was to strengthen the role and capacities of vocational training teachers so that they could focus not only on the delivery of the training content, but also guide and support their students on their way to employment. The project had an ambition to transform the vision of vocational training centres and colleges from the deliverers of training to the key players in the transition of young people from education to work. The project deliverables were disseminated to training institutions during visits, local meetings, training courses and the media.

Context: The project was implemented in the context of increasing youth unemployment as a result of the economic crisis. It combined regions that had suffered from the crisis in recent years, but each one had reacted in a different way. In each of the regions there were specific cases of success in facilitating youth transition from education to work which could be applied in other contexts.

Notable aspects of good practice: The project was implemented effectively and achieved its goals on the broad terms. The good practice proposals were made available online and could be used in other settings which contributes to projects' transferability. By targeting school leavers that are looking for employment the project contributes to promoting employment opportunities for young people.

Conclusion and follow-up: The project highlighted the real need for students to be supported by educational centres during the first years after finishing studies. As a follow-up to this project, the partners have submitted a proposal for a new Erasmus plus (K2) project to create a Quality stamp for centres building bridges from school to employment.

More information

<http://www.fromschoolstoemployment.eu/>

12) Matching Skills to Support Career Development

Project title	EFFECT – Matching Skills to Support Career Development
Identification of the call	VP/2011/010
Project identification number	VS/2012/0513
Policy area	Employment
Policy sub-area	New skills for new jobs
Type of activity	Exchange of good practices
Direct target groups	Regional/local authorities, Universities and research institutes, Associations, non-governmental organisations and similar
Ultimate target groups	Policymakers
Participating countries	Slovenia, Spain, Croatia, Austria
EU contribution (Euro)	206 758.22 (164 993.05)
Project duration	1 February 2013 – 31 January 2014 (12 months)
Coordinator	Economic Institute Maribor, Economic Research and Entrepreneurship Ltd., Business Unit Human Resource Development Centre, Slovenia
Partners	Chamber of Commerce and Industry of Štajerska, Slovenia Association of Free Trade Unions of Slovenia, Regional Organisation of Podravje and Koroška, Slovenia Croatian Chamber of Economy – County Chamber Krapina, Croatia Florida Foundation of Valencia Region, Spain Management Consultancy BAB GmbH, Austria

Results: The project set up four national stakeholder platforms (NSPs), one in each partner country, and involved national stakeholders in fora to debate the matching of skills supply and demand on national labour markets. Conclusions from national and transnational fora resulted in a benchmark report «Matching Skills to Support Career Development in Austria, Croatia, Slovenia and Spain». The project also collected good practices in the area of matching skills, lifelong learning and career development, complemented with research findings and reflections, and published them in a Good Practice Guide. All project material in the project partners' languages and English is available on its website.

Project description: The overall aim of the project was to collect examples of concrete support measures for the development of forecasting systems to improve the matching of skills and to strengthen companies' ability to implement or improve career development processes. The project directly targeted experts in forecasting and matching skills supply and demand, career development and lifelong learning. Final users of the project results are policymakers that can use basic guidelines for developing policies and effective measures for improving the matching of skills supply and demand. The project activities involved networking and sharing good practices, awareness raising and a dissemination campaign.

Notable aspects of good practice: The EFFECT project has met its objectives and has been effectively implemented. To strengthen project's sustainability recommendations for further use of results on successful and efficient policy and practices implementation to improve the matching of skills supply and demand and different measures for career development in companies in Slovenia, Croatia, Spain and Austria at national and at the local level were drawn by partners. Established network of organisations and individuals among partners' countries and across EU will also contribute to sustainability by encouraging ongoing sharing of good practices and development of common innovative and efficient initiatives, measures and programmes to support better matching of skills supply and demand and career development programmes. In addition, the Good Practice Guide «Matching Skills to Support Career Development» is available online and may be used while transferring project's good practices to other settings.

Conclusion and follow-up: At the end of the project, its partners drew up recommendations for key actors in the labour market for the further use of good practices and efficient policy implementation in the area of forecasting systems. The network of organisations and individuals established during the project as well as the project website are expected to be the ground for further national and transnational co-operation and exchange.

More information

<http://www.effect-project.eu/>

1.3) Assessing Life-Cycle Skills and Training Needs in the Renewable and Energy Efficiency Sectors

Project title	RESKILLS – Assessment of Life-cycle skills and training needs in the renewable and energy efficiency sectors: the cases of the wind energy and electric mobility and smart grid sectors
Identification of the call	VP/2011/010
Project identification number	VS/2012/0515
Policy area	Employment
Policy sub-area	New Skills for New Jobs, Green Jobs, Green Jobs
Type of activity	Exchange of good practices
Direct target groups	Social and economic partners, Universities and research institutes, Regional/local authorities
Ultimate target groups	Policymakers, Employers, Employees
Participating countries	Portugal, Belgium, Spain
EU contribution (Euro)	140 071.56 (112 060.61)
Project duration	1 February 2013 – 31 January 2014 (12 months)
Coordinator	Portuguese Catholic University - Centre for the Study of Peoples and Cultures, Portugal
Partners	Centre for Environmental and Sustainability Research, Portugal Erasmus University College, Belgium Local Employment Observatory, Spain

Results: The project produced a comparative study on the existing skills, qualifications and training opportunities for professionals in the wind and e-mobility sectors in Portugal, Spain and Belgium. It identified good practices on how education and training is responding to the greening of occupations, i.e. green jobs in the energy sector, jobs in the wind power industry, jobs in new vehicle industry and smart grids and women in jobs in the clean tech sector.

Project description: The aim of the project was to make an overall evaluation of every stage of implementation of technologies in the wind and e-mobility sectors in order to assess if there are specific lack of skills, qualifications, training or re-training opportunities and if this represents a barrier to the development of these sectors. The project activities involved a short research through literature review and interviews with stakeholders, study visits and focus groups for the exchange of good practices and the presentation of findings in international events.

Context: Wind energy is already a mature sector, and Europe is leading in its manufacturing capacity, while electric mobility is less mature but great expectations exist on its development. The evolution of these sectors goes in line with the changing demand for skills, when some skills are more needed and others are significantly less demanded.

Notable aspects of good practice: The project has achieved most of its objectives and has been effectively executed. Strategic recommendations provided by this project are transnational and could be transferred and applied in the whole EU. On the basis of the project's results, a new project proposal for ERASMUS+ has been prepared. It aims to tackle VET qualifications and skills needs for the energy sector, especially for smart grids. If successful, it may further contribute to the sustainability of RESKILLS project.

Conclusion and follow-up: The project came to a general conclusion both for renewable energies and energy efficiency that there will be a shift of skills to new jobs with a growing demand for information aggregators, data managers, and digital and electrical hardware manufacturers. To complement it, medium skilled level professionals will also be demanded for operation, maintenance and decommissioning functions. A response to this demand at training level can be optimally given through a combination of public incentives and the industry.

More information

<http://goo.gl/YCbPWI>

14) Towards Better Skills at the Labour Market through Better Guidance and Education

Project title	Skills for Future - Towards better skills at the labour market through better guidance and education
Identification of the call	VP/2011/010
Project identification number	VS/2012/0516
Policy area	Employment
Policy sub-area	New Skills for New Jobs
Type of activity	Exchange of good practices
Direct target groups	Public Employment Services, Universities and research institutes, Social and economic partners
Ultimate target groups	Regional/local authorities, Policymakers, Employers, Employees
Participating countries	Czech Republic, Italy, Bulgaria, Austria, UK
EU contribution (Euro)	185 093.95 (148 075.16)
Project duration	1 May 2013 – 30 April 2014 (12 months)
Coordinator	National Training Fund, Czech Republic
Partners	Cultura e Lavoro (Culture and Work), Italy Department for Equal Opportunities - Marche Region, Italy Institute for Postgraduate Studies – division at University of National and World Economy, Bulgaria ÖSB Consulting GmbH, Austria University of Exeter, UK

Results: The project identified best practices and experience in 5 partner countries (the UK, Italy, Austria, Bulgaria and the Czech Republic) on future skills needs forecasting within three sectors: employment, education and business. Out of them, 15 examples of good practice that could be transferable to one of the partner countries were described. The project partners shared their knowledge and good practices during transnational roundtables and mutual learning seminars and drew common conclusions and recommendations for relevant stakeholders. National Reports, reports from mutual learning seminars and a set of recommendations are available in English and national languages on the project's website.

Project description: The main aim of the project was to enhance cooperation between public employment services, education and training institutions as well as social partners (employers and trade unions) on lifelong learning and guidance to help people make choices regarding their careers. The project activities involved networking, mutual learning and dissemination of good practices.

Notable aspects of good practice: The project was implemented effectively and has achieved its goals set out in the beginning. One of the outcomes was a set of recommendations that is available on project's website and can be used while transferring the practices developed during the course of the project to other interested parties.

Conclusion and follow-up: The mixture of countries with different political and strategic experiences and decisions, different approaches, historical and socio-economic developments gave unique inputs to the project. They showed that there is no «one-size fits all» model of skills forecasting. However, particular approaches, proved experiences and tested technical solution are of a high value in designing unique national policies. All project partners committed themselves to disseminate project recommendation to the local/national bodies in order to consider their relevance and discuss specific examples of good practice. Moreover, experts from the partner organizations will present outcomes of the project at various national and international platforms and events.

More information

<http://www.proemployment.eu/>

15) New Skills and New Jobs - Bridging the Gap

Project title	New Skills & New Jobs - Bridging the Gap
Identification of the call	VP/2011/010
Project identification number	VS/2012/0517
Policy area	Employment
Policy sub-area	New Skills for New Jobs
Type of activity	Exchange of good practices
Direct target groups	Social and economic partners, Universities and research institutes, Regional/ local authorities
Ultimate target groups	Employees, Employers
Participating countries	Portugal, Turkey, Slovakia, Germany, UK
EU contribution (Euro)	171 719.94 (137 376.10)
Project duration	1 February 2013 – 31 January 2014 (12 months)
Coordinator	Kerigma, Institute for Innovation and Social Development, Portugal
Partners	Bursa Elektronikçiler Odasi, Turkey Business & Innovation Centre Banská Bystrica, Slovakia GSI- Gesellschaft für Schweisstechnik International mbH, Germany IPCA – Instituto Politécnico do Cávado e Ave - Escola Superior de Tecnologia, Portugal Trusta Regeneration and Training, UK

Results: The project created and launched a software prototype, which could help citizens and companies bridge the gap between skills and needs of the labour market and improve their ability to assess and anticipate the skills needs. It also collected case studies of best practice examples on matching the job demand and supply in partner countries. The software prototype, case studies and other deliverables are available in DE, EN, PT, SK and TR on the project's website.

Project description: The aim of the project was to share best practices among Portugal, Turkey, Germany, Slovakia and the United Kingdom on matching the demand and supply of skills to better understand what kind of skills are needed and how can education, training and continuous training systems contribute to developing these skills and bridging the existing gap. The project targeted universities, policy makers, experts in employment and qualifications and social partners. Its activities included national workshops to share practices at the national level and engage with companies and training institutions; the collection of national good practice examples in a single brochure; the development of a software prototype based on stakeholder and expert views, as well as some ideas from already existing tools (EURES, JS-Toolbox, TC4ME); and the final conference.

Notable aspects of good practice: The project was conducted effectively and has achieved its objectives. The case study brochure and the software prototype were developed by involving different partners and stakeholders from 5 countries. Hence, the outputs produced address transnational aspects and have the potential of being transferred and adapted in other settings. The innovative feature of this project was the prototype of a software. The software allows job seekers to register on the platform, conduct a test on the soft skills and, if needed, be redirected to a training centre to develop any specific skill. The companies have the opportunity to look for suitable candidates in the database, consult their CV's and their test results. Training centres can publish their available offers and check on the candidates needs and define the offer according to the needs. The project focuses on promoting work opportunities and sustainable employment.

Conclusion and follow-up: The project participants concluded that cooperation between different social, educational and entrepreneurial agents is essential in matching skills and needs of the labour market, and there is a need to improve communication channels to establish close collaboration relationships. The follow-up to the project has been mostly related to the further use of the software prototype. The project partners had an idea to look for a way to develop the tool, either by looking for another funding source, or by including it in a research project within the university.

More information

<http://www.newskillsnewjobs.eu/>

1.6) Social Skills for Silver Economy Services

Project title	Social Skills for Silver Economy Services
Identification of the call	VP/2011/010
Project identification number	VS/2012/0519
Policy area	Employment
Policy sub-area	New Skills for New Jobs
Type of activity	Exchange of good practices
Direct target groups	Regional/local authorities
Ultimate target groups	Elderly people, Young people
Participating countries	Spain, Bulgaria, Hungary, Italy, Estonia
EU contribution (Euro)	143 389.89 (114 711.88)
Project duration	1 January 2013 – 31 December 2013 (12 months)
Coordinator	Foundation for the Development of Science and Technology, Spain
Partners	Association for Development of Mountain Municipalities in the Republic of Bulgaria, Bulgaria Észak-Alföld Regional Development Agency, Hungary Associazione Formazione Professionale del Patronato San Vincenzo, Italy Pühalepa Municipality, Estonia

Results: The project partners exchanged good practices in three thematic blocks: 1) sustainability of Silver Economies: analysis of economic models of ageing societies and patterns of intervention in the attendance of senior people, 2) new skills in the field of caring elderly and 3) the importance of soft skills. They also produced recommendations and a roadmap for public administrations and policy makers for a successful launch of local/regional programmes in the field of Silver Economy and defined indicators for monitoring new labour market trends and needs therein.

Project description: The overall aim of the project was to define a schedule for joint actions to promote systems of care and empowerment of older people and to develop skills necessary for employment and business integration of workers in this strategic economic sector. The key project activities were the identification of the state of the art and needs analysis of Silver Economy, and the exchange of experience and good practices among the partners through workshops and study visits. The project targeted policy makers and public administrators at local and regional levels.

Context: The concept “Silver Economy” has a negative meaning in terms of pensions and economy that raise challenges for governments, on the one hand, and a positive meaning in terms of a huge consumer market for products and services, especially in regional and local economies, on the other hand. The project partners understand ageing population as a challenge that brings great opportunities. They assume that social entrepreneurship in the elderly care should be encouraged as a source of employment, especially for young people in rural areas.

Notable aspects of good practice: The project, despite changes in partners and minor delays, has achieved its goals and was effective. The methodologies developed during the project can be transferred and implemented in other settings. The project focused on two vulnerable groups of society that are the elderly and youth as well as worked towards strengthening employment opportunities.

Conclusion and follow-up: The project partners concluded that in the field of elderly care soft skills are especially important. These soft skills are personal attributes such as patience, kindness, empathy, tactfulness, honesty, trustworthiness and dependability. Other soft skills necessary for people working in the elderly care sector are interpersonal skills such as communication, conflict resolution and creative problem solving.

More information

<http://www.s3project.eu/>

SOCIAL PROTECTION AND SOCIAL INCLUSION

Innovative policies to support healthy, active and dignified ageing

The call for proposals **VP/2011/007** “Innovative policies to support healthy, active and dignified ageing and raise the effectiveness and efficiency of spending on social, health and long-term care services and benefits” (Budget line: 04.04.01.02) aimed at helping EU Member States, candidate, pre-candidate and EFTA/EEA countries promote the sustainability and quality of health and long-term care provision for the elderly. Projects funded through this call were expected to contribute to better policies for healthy, active and dignified ageing. They could focus on different stages of policy development: design, implementation or evaluation. Particular attention had to be paid to vulnerable groups and to parts of Europe where poor health was most prevalent and where many people were at risk of not receiving appropriate care for a life in dignity.

Proposals had to be presented by a competent ministry or another public authority and might involve project partners (universities, research institutes, international or non-governmental organisations) which could bring in expertise in the required field. The projects had to involve, or make use of expertise of, at least one other European country or international organization.

Any type of relevant activities could be funded under this call for proposals were defined. Duration of each project was maximum 24 months.

The total amount of EUR 2.000.000 was allocated to this call. Grants could amount to between EUR 100.000 and EUR 500.000.

Totally there were 6 projects funded through this call for proposals. Before the cut-off date for this report, all of them were completed and 4 were assessed as being good practice examples. One of these projects was included in the 1st biannual report, while three projects are presented below.

17) Healthy Activity and Physical Programme Innovations in Elderly Residences

Project title	HAPPIER (Healthy Activity & Physical Program Innovations in Elderly Residences)
Identification of the call	VP/2011/007
Project identification number	VS/2011/0059
Policy area	Social protection and social inclusion
Policy sub-area	Ageing
Type of activity	Research
Direct target groups	Elderly care institutions
Ultimate target groups	Elderly people
Participating countries	France
EU contribution (Euro)	447 575 (347 575)
Project duration	1 January 2012 – 31 December 2013 (24 months)
Coordinator	Delegation of European and International Affairs, France
Partners	Siel Bleu, France

Results: The project has verified its main hypothesis that the Adapted Physical Activity (APA) programme had improved the quality of life of elderly people exposed to it, in comparison with non-participants. It also verified secondary hypotheses that the programme had significantly improved physical abilities and daily life performance of the elderly involved in the programme, and decreased depressive symptoms of some participants. These results present a real opportunity for a public health sector institutions for the elderly to consider the potential benefits of the programme for their residents and in reducing the costs of their care. The introduction of the APA programme would also be an opportunity to involve new professionals in the public health sector.

Project description: The project aimed to measure the impact of APA programme on the quality of life of older people in 4 European countries (France, Spain, Ireland and Belgium). The treatment groups of elderly residents within 32 different public institutions in the partner countries were selected and involved in the programme once or twice a week for the period of one year. The assessment of both treatment and control groups was carried out at the beginning of the programme, after 6 months and at the end. A comparative statistical analysis and the scientific analysis of results were carried out to test the hypotheses on impact of the programme. A scientific protocol was developed. It was approved and regularly supervised by three main French regulatory bodies of research.

Context: The project was launched by the French ministries in charge of the European Year of Active Ageing and Solidarity 2012 (the Ministry of Health and the Ministry of Social Affairs), in partnership with a voluntary group Siel Bleu and its two research partners.

Notable aspects of good practice: The project has fulfilled all its objectives and was effectively executed. The study showed that APA programme contributes to life quality improvements among the elderly across the four countries and, hence, can be transferred to other countries and implemented by other institutions. The project results will be sustained by the institutions that have already implemented the APA and continue to use it at their own resources. In the shorter term the impact of the project focused on the residents of the 32 institutions in France, Spain, Ireland and Belgium whose quality of life improved after the implementation of the APA.

Conclusion and follow-up: The positive impact of the APA programme on the life quality of the elderly people was scientifically proved. The research results will serve as a basis for further scientific studies, specifically, the one on a cost-effectiveness of the programme has already been planned. Some of the public institutions for elderly care involved in the project will continue the programme using their own resources.

No website available

18) Progress towards Healthy Ageing in Europe

Project title	Progress Towards Healthy Ageing in Europe
Identification of the call	VP/2011/007
Project identification number	VS/2011/0489
Policy area	Social protection and social inclusion
Policy sub-area	Ageing
Type of activity	Policy development, Policy assessment
Direct target groups	Business enterprises
Ultimate target groups	Older people, Employers, Employees
Participating countries	UK, Germany, Spain, Italy, Denmark
EU contribution (Euro)	469 722.19 (375 777.75)
Project duration	1 December 2011 – 30 November 2013 (24 months)
Coordinator	Suffolk County Council, UK
Partners	Aufbauwerk Region Leipzig GmbH, Germany Andalusian School of Public Health, Spain Molise Region, Italy University College Sjaelland, Research & Development, Denmark University College South Denmark, Denmark

Results: The project piloted practical interventions in order to identify key findings and policy recommendations on healthy ageing. These were disseminated via 5 project reports that provide examples of good practice, analyses of healthy ageing in the workplace and recommendations for policy makers. The main outcomes of the project include: an online health self-assessment tool for employees, tools to estimate the economic benefits of health interventions to employers, research to identify barriers and obstacles to more active lifestyles amongst the target population, new online tools to assist in maintaining active lifestyles as well as toolkits, policies and practices to assist employers in promoting active, healthy lifestyles amongst their employees. All project's outcomes are available on its website.

Project description: The project's overall objective was to contribute to the development of transnational, innovative, participative and sustainable approaches for health promotion in the target group of 45 to 68-year-olds. Each partner identified innovative and practical ways to promote active and healthy lifestyles in the target group through workplace rather than traditional health care interventions. The project activities included the implementation of Workplace Health Promotion interventions in each partner country, their evaluation, the promotion of healthy ageing through IT and social networks and the dissemination of the project's results.

Notable aspects of good practice: The project was carried out effectively and achieved its objectives. The methods and approaches used by the projects partners can be transferred and adapted to other settings. The sustainability of the project is planned to be strengthened by the companies that participated in the project as they are able to adapt and continue the health related policies and infrastructure for physical exercise and healthy dieting developed during the course of the project. In addition, the project developed an innovative online health self-assessment of employees, followed by the provision of targeted and personal support informed by statistical information about workforce health. The project's impact was achieved at the companies where the intervention took place. The intervention had medium or positive effects on the levels of physical activities and healthy diets.

Conclusion and follow-up: The project collected evidence that physical exercise, healthy dieting and social support (to a lesser extent) are key elements in achieving a lasting change in lifestyle of the target group. Continuity of the workplace health promotion activities initiated during the project will depend on each individual company and its willingness to adopt health-related policies and create infrastructural opportunities for physical exercise and healthy dieting.

More information

<http://www.progresshealthyageing.eu/>

19) Innovative Approach for Promoting and Encouraging Healthy, Active and Dignified Ageing

Project title	Innovative Approach for Promoting and Encouraging Healthy, Active and Dignified Ageing
Identification of the call	VP/2011/007
Project identification number	VS/2011/0491
Policy area	Social protection and social inclusion
Policy sub-area	Ageing
Type of activity	Policy development
Direct target groups	Regional/local authorities, Social and economic partners, Associations, non-governmental organisations and similar
Ultimate target groups	Older people
Participating countries	Bulgaria
EU contribution (Euro)	463 005.05 (370 403.05)
Project duration	1 December 2011 – 30 November 2013 (24 months)
Coordinator	Ministry of Labour and Social Policy, Bulgaria
Partners	-

Results: The project contributed to the capacity building of the national state institutions involved in the process of policy making in the field of active ageing. It also developed an innovative guiding model and a handbook for public-private partnership at the municipal level, created regional networks of relevant stakeholders and raised awareness of active ageing among wider public.

Project description: The main objective of the project was to strengthen the national policy response to the needs of elderly in line with the EU policies and strategies in the field of ageing. The ultimate target group of the project was population aged 50 +. The project activities included: 1) a national survey to identify the needs, expectation and problems of elderly people, 2) regional round tables to identify the roles of stakeholders, to build partnerships for the implementation of active ageing policies as well as to exchange good practices, 3) the elaboration of an innovative guiding model for public-private partnership at municipal level to provide community based long-term care and services in one municipality with a high proportion of old aged persons, 4) training seminars for specialized agencies on the national framework conception on Active Ageing, and 5) publication and dissemination of project results.

Context: The project was initiated and implemented by the Ministry of Labour and Social Policy (Bulgaria), which is the leading national public institution responsible for the coordination, implementation and monitoring of the state policy in demographic development. In order to ensure its implementation, the ministry manages a national level mechanism based on the Bulgarian National Strategy for Demographic Development. In order to face the demographic challenges of ageing population the ministry has coordinated the elaboration of a National Framework Conception on Active Ageing.

Notable aspects of good practice: The project was effective and has achieved all the objectives set out in its inception. To maintain sustainability, the results of the project have been taken into consideration in the framework of the Inter-sector working group in demographic issues coordinated by MLSP in its specific activities for monitoring and analysing the adaptation of the sector policies to the ageing population. The group has competencies also to monitor the implementation of state policy for demographic development according to the national strategic framework (see section above). An innovative aspect which also contributed to sustainability was the creation of regional networks that involve all relevant stakeholders responsible for implementing ageing related activities. 274 stakeholders from trade unions, employers, local authorities, religious organizations, health services providers, media, NGOs and academic researchers came together to identify main target areas to be included in the National programme on active ageing and innovative models of collaboration and building partnerships/local networks. MLSP was the leading agency in the project strengthening the transfer of results into policy to gain a higher impact on demographic policy.

Conclusion and follow-up: The project results have been integrated in the framework of the inter-sector working group on demographic issues coordinated by the Ministry of Labour and Social Policy in its specific activities for monitoring and analysing the adaptation of the sectors' policies to active, healthy and dignified life of the elderly population.

No website available

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