



Knowledge Platform Integrate NEETs

Policy Recommendations and Products

August 2019

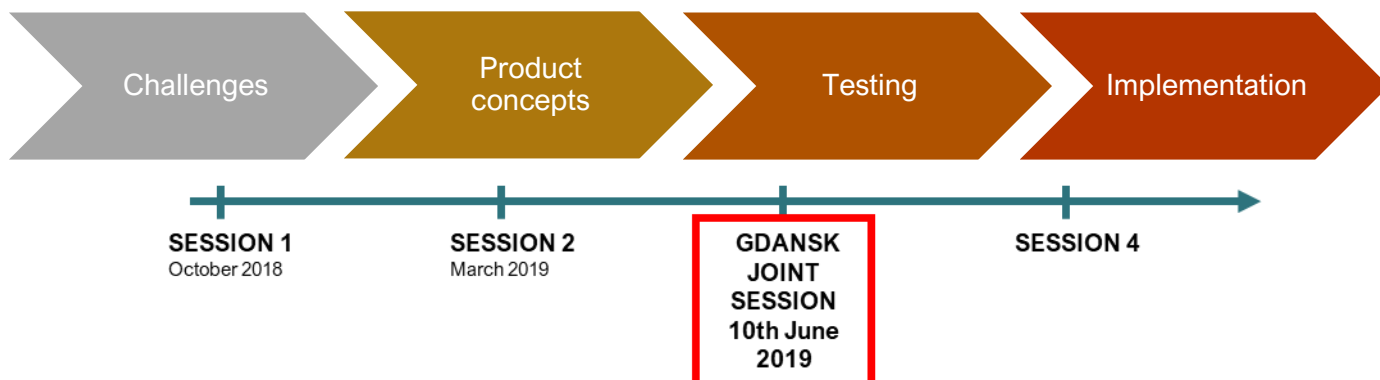
About us.

This catalogue contains the outcomes of the third round of Thematic Working Group sessions of the Knowledge Platform Integrate NEETs. They are concepts at varying stages of development and represent transnationally developed solutions to challenges in the Baltic Sea Region related to youth not in employment, education or training (NEET). The concepts vary from strategic processes to concrete knowledge exchanges but have in common that they are currently being developed and are open for other stakeholders to join.

The Knowledge Platform Integrate NEETs consists of public, private, and non-profit actors from all levels and sectors in the Baltic Sea Region, working with youth NEET. The Knowledge Platform is funded by the European Social Fund in Sweden. It is a part of the Flagship School to Work, within the framework of the EU Strategy for the Baltic Sea Region (EUSBSR). The mission of the flagship is to reduce the number of early school leavers and smoothen the transition from school to work in the BSR. Read more about us here:

www.s2wflagship.eu

The co-creative process



The thematic working groups of the Knowledge Platform follow a process of co-creation whereby the agenda of each group is set by its participants based on their needs, challenges and expertise.

During the **first round** participants identified **four general challenges** for continued work in the format of the working groups and gave proposals for further action. Click [here](#) to see the outcomes in full.

In the **second round** participants developed concepts in response to the challenges identified in round one.

The thematic working groups reconvened for the **third round** in a joint session in Gdansk on June 10th 2019, to take stock of their development processes, give feedback and gain new insights. The session also continued with the development of **policy briefings** on topics related to each thematic working group. This catalogue contains the policy recommendations and products at their current stage of development. In many cases the products are integral parts of the recommendations.

Participation is open to all public, private and non-profit stakeholders dealing with NEETS in the Baltic Sea Region. To register for the Knowledge Platform, click [here](#).

1. Education and Training opportunities are not sufficiently attractive or adjusted to the needs of youth in NEET situation

2. There is a lack of transnational exchange of good practice, skills and competences for work in multi-competent teams

3. Roles and goals are not sufficiently defined between actors supporting youth - hampering coordination, cooperation and communication

4. Employers are not sufficiently involved in measures aimed at integrating youth on the labour market

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EMERGING PRODUCTS

POLICY BRIEFING NOTE

Vocational education and training (VET) is adjusted to NEET-youth needs and leads to work

RATIONALE

NEET-youth is a heterogeneous group of people who, due to personal, medical and social difficulties, are not established on the labour market, one reason being that they find it difficult to learn in mainstream education establishments, particularly academic ones – thus, their professional/career path is jeopardized from the start. VET, with its flexible formats and inherent connections to local employer communities, can easier adjust to NEET-realities by enhancing individual mentor support both at school and during on-the-job vocational training. VET-Employer partnerships can also strengthen employers' understanding of NEETs and their contribution to addressing this complex issue.

RECOMMENDATIONS

Recommendation 1

LEVEL: LOCAL/MUNICIPAL

Responsible municipal body initiates and holds regular meetings, of a **VET-council for NEET-affairs** where all municipal VET providers, representatives of employer community and business associations are members. Regular council meetings (3 per year) ensure structured continuous dialogue/consultations between the parties. The council even supports benchmarking and learning between the VET-Employer partnerships that test different NEET-integration models. Finally, the council monitors relevant policy environment and where needed takes initiative in new policy development.

#1 – Coordinating Youth Counsellor

TWG Education & Training

CONCEPT

Developing a coordinating youth counsellor, inspired by the Danish system of "Municipal Youth Effort" centered around a dedicated contact person comprehensively coordinating the services and measures, and support institutions around the individual youth NEET ensuring that the youth receives the support needed.

CONTRIBUTORS

Epp Reedik
epp.Reedik@entk.ee

Liis Seeme
liis.seeme@tootukassa.ee

Sabine Wolgast
sb39@kk.dk

Therese Lundgren – Urkraft, SE
therese@urkraft.se

ADDITIONAL / MISSING ACTORS

Youth workers, NEETs, Politicians, Counsellors, Researchers

GOALS

- Improve coordination of services around the youth
- Provide a more comprehensive service, thereby making it more efficient and effective.
- Clarify roles and responsibilities in the existing support system

NEXT STEPS

1. Collect description of existing Danish system.
2. Analyse and adapt to national context
3. Initiate dialogue with stakeholders
4. Arrange a network meeting in Estonia

#2 – Youth Inclusion Model

TWG Education & Training

CONCEPT

To develop and test a model for youth inclusion in the design of new projects and measures. By developing and testing the model in different national and organizational contexts, success factors will be identified and further improved.

CONTRIBUTORS

Stefan Dükomy
s.duekomy@gsm-group.de

Peter Staun Kastholm
peter.kastholm3@tamu.dk

Rebecka Herdevall
rebecka.herdevall@mucf.se

Karin Tillhagen – City of Stockholm, SE
karin.tillhagen@stockholm.se

Joanna Bochniarz – Centre for Innovative Education, PL
jbochniarz@ciedu.eu

GOALS

- To design better projects and measures by involving the target group in the design.
- To identify ways to attract and engage youth in the design process.
- To develop an interview guide to support in the inclusion process.

NEXT STEPS

1. Identifying different groups
2. Invite youth to pilot dialogue
3. Collect inputs from previous experiences
4. Compile and exchange first experiences
5. Draft guidelines
6. Evaluate results with the youths
7. Multiply and share experiences in a workshop

#3 – 2nd Way Out

TWG Education & Training

CONCEPT

Integrating the pedagogy of consequence into supportive measures and projects, as well as providing training to employers to strengthen their ability to employ youth in need of support. The project identifies and transfers success factors from the use of the pedagogy.

CONTRIBUTORS

Sigrun Sigurdsson - Fryshuset Syd, SE
sigrun.sigurdsson@fryshuset.se

Mohammed Rabani - Fryshuset Syd, SE
mohammed.rabani@fryshuset.se

Kristian Sørensen – TAMU, DK

Mia Oksa – Vamos, FI
mia.oksa@hdl.fi

ADDITIONAL / MISSING ACTORS

Employers

GOALS

- Identify practical success factors of the pedagogy consequence
- Offer a tool supporting employers hiring youth in need of support
- Allow for sustainable reintegration of youth

NEXT STEPS

1. **Contact relevant experts**
 2. **Arrange meeting between experts and project leaders**
 3. **Study visit to TAMU in Denmark and Fryshuset in Sweden**
 4. **Draft model for implementation**
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POLICY BRIEFING NOTE

Policy support to establishing One-Stop-Shops is needed on local and national levels

RATIONALE

One-Stop-Shop, OSS (also known as ‘multi-competent resource team for youth work’) is a well-established benchmark of efficient and collaborative NEET-work on the municipal/regional levels. By bringing together multiple service providers from public, private and civil sectors, a person-centred approach is applied, and comprehensive support given to a person in a NEET-situation, whereas resources are pulled together. A series of OSS within a country, connected through common services and competence supply, makes the national OSS-system sustainable and easier manageable. Whereas the benchmark is well-described and validated as most efficient and strategic, establishing OSSs nation-wide faces hindrances in many of the Baltic Sea Region countries. Many of them lie in how the social work is structured and administrated, as well as in deficient collaboration culture that often separates public, private and civil society actors that could have made a bigger impact when in collaboration.

RECOMMENDATIONS

Recommendation 1

LEVEL: LOCAL/MUNICIPAL

Municipal authority provides purposive venues (one per OSS) where the multi-competence team can gather and operate ‘under one and the same roof’. This switches the focus from ‘*coordination*’ between the separate actor-systems /‘systems-centric view’) to ‘*collaboration*’ of the actors for the sake of the NEET-person in question /person-centric view).

Recommendation 2

LEVEL: NATIONAL

Responsible national agency appoints an OSS-liaison officer who stays in continuous dialogue with the OSSs in the country, with the purpose of assessing their further needs and proposing measures for strengthening sustainability/synergy of the OSS-network in the country. The liaison officer should also collect data and follow up results, with the help of state funding. If there is no designated national agency responsible for the issue, an agency should be appointed.

#4 – Systemic Learning Program – One stop shops

TWG Resource Centers

CONCEPT

Establish a process of systemic learning on the topic 'One stop shops'/multi-competent teams for youth work. The process will consist of actors from the practitioner's level to the political decision-making level in select municipalities around the Baltic Sea Region. The structuring principle is that the entire system chain (politician to practitioner) should be present and meet with their counterparts from other countries to allow for learning within the system and between systems simultaneously.

CONTRIBUTORS

Anna Ståhlberg – City of Gävle, SE
anna.stahlberg@gavle.se

Pasi Savonmäki – Kohtaamo, FI
pasi.savonmaki@ely-keskus.fi

Annette Passlack – Jugendberufsagentur Hamburg, DE
Annette.Passlack@arbeitsagentur.de

Jolanta Griskoniene – Lithuanian Employment Service, Alytus
Jolanta.Griskoniene@uzt.lt

Pia Vigh – UU Denmark, DK
pia.vigh@uudanmark.dk

Jesper J Madsen – Herning Municipality, Youth Guidance
uuvjm@herning.dk

GOALS

- Enable transnational systemic learning on working in a 'one stop shop format'
- Improve existing services and structures and reinvigorate work.
- Ensure learnings are integrated by involving a full chain of command, i.e. the whole system, from practitioner to politician.
- Allow a common understanding of perspectives and challenges to foster closer collaboration.

NEXT STEPS

1. Identifying actors or functions per municipality that should be included in the process.
2. Draft pitch/mission statement
3. Draft interview questions and conducting the interviews for the design of the process
4. Compile and share results through coordination meeting
5. Reconvene for TWG Session 3 in Gdansk
6. **Plan pilot meeting.**
 Draft agenda:
 - a. Success factors
 - b. Coordination issues
 - c. Skills development (staff)
7. **Hold pilot meeting in Stockholm, SE Q3 2019.**

#5 – Inspiring guidelines / Model One Stop Shop

TWG Resource Centers

CONCEPT

Develop guidelines and good practice on work in one stop shops from various perspectives (user, professional, organizational), based on experiences around the Baltic Sea Region. The guidelines should also describe the one stop shop as a coherent framework and analyse possible issues and challenges for implementation in the local context. The product can be used to establish a new one stop shop or further develop existing ones.

CONTRIBUTORS

Tina Krona – Swedish Employment Agency, SE
tina.krona@arbetsformedlingen.se

Pia Vigh – UU Denmark, DK
Pia.Vigh@uudanmark.dk

Annette Passlack – Jugendberufsagentur Hamburg, DE
Annette.Passlack@arbeitsagentur.de

Mia Oksa – Vamos, FI
mia.oksa@hdl.fi

Viola Korpa – Agency for International Programs for Youth, LV
viola.korpa@jaunatne.gov.lv

Matilda Wrede-Jäntti – Helsinki University, FI
matilda.wrede-jantti@helsinki.fi

Jolanta Griškonienė – Lithuanian Employment Service, LT
jolanta.griskoniene@uzt.lt

GOALS

- Bring together perspectives of policymakers, professional, civil society actors and youth (target group)
- Improve existing services and structures
- Include youth perspective in design and implementation of services
- Impact policy and insure sustainable coordination and funding

NEXT STEPS

1. **Compile existing documentation on organization, funding and operational issues of one stop shops.**
2. **Map existing challenges for one stop shops in the BSR**
3. **Draft principles, descriptions and guidelines**
 - a. Write guidelines for each perspective
 - i. Target group/user
 - ii. Professional/practitioner
 - iii. Organizational/structure
 - b. Define principles in the ideal One-stop-shop
 - c. List and describe all professionals who should be part of ideal One-stop-shop
4. **Organize transnational actions, such as staff trainings**
5. **Compile existing documentation.**
6. **Evaluate results with youth**
7. **Multiply and share experiences in workshop**

POLICY BRIEFING NOTE

National NEET-related system of actors needs transparency, clarity of roles, communication and coordination**RATIONALE**

Multiple, various actors are engaged in NEET-work nationally - public authorities, civil society, practitioners, employers, researchers and NEET-youth themselves. At present, their collaboration is *ad hoc* and built on informal contacts between some of them. Lacking overview of the various actors' contribution, their goals and roles, as well as deficient communication between them, hamper coordination and cooperation needed for systemic impact on the NEET-issue. In addition non-public actors play an important role as a link between the youth and available measures as there is often distrust towards public authorities. Therefore the integration of these actors in a comprehensive system of support is paramount.

RECOMMENDATIONSRecommendation 1

LEVEL: LOCAL/MUNICIPAL

Municipal department for employment (or social affairs) hosts by-annual **Structured National NEET-Dialogues (PRODUCT 8)** between relevant national agencies, civil society organizations, representatives of municipal services, and social partners with the aim of better coordinating existing measures, defining roles and goals, as well as building trust between actors.

#6 – The BSR NEETs Agenda

TWG Civil Society Involvement

CONCEPT

Build a common agenda on NEETs for Baltic Sea Region (BSR) Member States. It will be done in three steps. The first one is Research – diagnosis of situation and common standards. The second is BSR debate about NEETs including all stakeholders – resulting in a common framework. The third step is implementation and evaluate.

CONTRIBUTORS

Jorge Gimeno – Center for Innovative Education, PL
jgimeno@ciedu.eu

Ivika Uslov – Association of Estonian Open Youth Centres, EE
ivika.uslov@ank.ee

Heidi Paabort – Association of Estonian Open Youth Centres, EE
heidi.paabort@ank.ee

Matilda Wrede-Jäntti – Helsinki University, FI
matilda.wrede-jantti@helsinki.fi

Joanna Maciukiewicz - Ministry of Investment and Economic Dvpt, PL
joanna.maciukiewicz@miir.gov.pl

GOALS

- Build a common agenda for transnational work with NEETs in the BSR
- Increase transparency, overview, understanding and trust between actors and decision-makers
- Provide a clear direction to NEET related work in the BSR, while highlighting commonalities and shared gaps.

NEXT STEPS

1. **Involve relevant stakeholders and decision-makers in the design of the agenda.**
2. **Map existing contact between member states on ministry level.**
3. **Draft agenda for presentation during the Gdansk Joint Session.**

#7 – Local coordination agreements

TWG Civil Society Involvement

CONCEPT

A standard model for local cooperation and coordination agreements structuring all relevant parties actively providing support measures for youth on the local level. Building on existing cooperation agreements the model agreement for working with NEETs should help local communities better coordinate available resources.

CONTRIBUTORS

Karin Neuhaus – Nationellt Organ för Dialog (NOD), SE
karin.neuhaus@nodsverige.se

Mario Zetino – MUCF, SE
mario.zetino@mucf.se

Susan Sundqvist Petterson – MUCF, SE
susan.sundqvist.petterson@mucf.se

Liis Seeme – Tootukassa, EE
liis.seeme@tootukassa.ee

Ivika Uslov – ANK, EE
ivika.uslov@ank.ee

Therese Lundgren – Urkraft, SE
therese@urkraft.se

GOALS

- Breaking silo mentality in the public sector and civil society
- Better coordinate measures to reduce overlap and gaps while increasing effectiveness.
- Create a common understanding of root causes and possible solutions.
- Facilitate local collaboration and coordination

NEXT STEPS

1. **Identify existing agreements**
2. **Attract necessary parties (municipality, local branches of national agencies, local CSO)**
3. **Involve target group from the start**
4. **Coordinate with national dialogue.**

ADDITIONAL / MISSING ACTORS

Municipalities, local CSOs, local PES.

#8 – Structured National Dialogues on NEETs

TWG Civil Society Involvement

CONCEPT

A structured national dialogue between relevant national agencies, civil society organizations, representatives of municipal services, and social partners with the aim of better coordinating existing measures, defining roles and goals, as well as building trust between actors. National dialogues exchange experiences through transnational channels.

CONTRIBUTORS

Karin Neuhaus – Nationellt Organ för Dialog (NOD), SE
karin.neuhaus@nodsverige.se

Mario Zetino – MUCF, SE
mario.zetino@mucf.se

Susan Sundqvist Petterson – MUCF, SE
susan.sundqvist.petterson@mucf.se

Mateusz Szymanski – Solidarność, PL
m.szymanski@solidarnosc.org.pl

Ivika Uslov – ANK, EE
ivika.uslov@ank.ee

GOALS

- Increase transparency, overview, understanding and trust between actors dealing with the target group on a national level.
- Establish systematic and continuous dialogue between relevant parties.
- Better coordinate measures to reduce overlap and gaps while increasing effectiveness.
- Create a common understanding of root causes and possible solutions.
- Support local collaboration and coordination

NEXT STEPS

1. **Map existing networks and dialogue structures**
2. **List relevant actors**
3. **Draft a mission statement or invitation explaining the purpose of the dialogue**
4. **Invite to first informal meeting**
5. **Develop agenda including e.g.**
 - a. **Roles**
 - b. **Purpose**
 - c. **Means**
 - d. **Goals**
6. **Draft a strategic document outlining principles of cooperation across sectors**

POLICY BRIEFING NOTE

Employers' involvement in measures aimed at integrating youth into the labour market

RATIONALE

Companies today are challenged, among other factors, by difficulties to find and retain highly qualified and motivated personnel. At the same time, they experience societal (and political) pressure to pursue the agenda of diversity and inclusion. NEET-youth is often perceived as 'less certain'/'more unpredictable' potential workforce which makes companies less prone to hiring them and effectively leads to growing gap between NEETs and labour market. One of the underlying issues is poor awareness of labour market actors about this diverse group of people. At the same time, the NEET-related public welfare system, as well as civil society actors, sit on the wealth of knowledge about them. Transferring knowledge/experience from the public welfare system to employers and co-developing practices of supporting NEET-youth in the workplace, can contribute to closing the gap. Involving VET providers with attention to NEET-youth, can strengthen the impact even more.

RECOMMENDATIONS

Recommendation 1

LEVEL: LOCAL/MUNICIPAL

The responsible municipal body initiates and holds regular meetings, of a cross-sectoral **council/partnership for NEET-affairs** where all municipal VET providers, representatives of employer community and business associations are members. Regular council meetings (3 per year) ensure *structured continuous dialogue/consultations* between the parties. The council even supports *benchmarking and learning* between the VET-Employer partnerships that *test different NEET-integration models*. The process is supported by the municipal **employer support function (PRODUCT 10)** Finally, the council *monitors relevant policy environment* and where needed *takes initiative in new policy development*.

Recommendation 2

LEVEL: LOCAL/MUNICIPAL

The responsible municipal body, backed up with the council/partnership for NEET-affairs, endorses a **training programme for job instructors (PRODUCT 9)** that includes a **support network for job instructors**. The goal is to create awareness of the NEET-group and realities of NEET-youth and train the skills and competences of employees to support and retain youth – similar programmes exist today for Diversity&Inclusion. The NEET-perspective can thus be embedded in overall inclusion-policies of companies and workplaces. The programme is developed in collaboration between the public NEET-support system and the labour market which in itself is a way of bridging the gap between the actors. This programme can be co-funded by public and private funds and run by independent providers.

#9 - Job instructor training for employers

TWG Labour Market Integration

CONCEPT

Transferring knowledge about how to support the target group in labour market integration from the public welfare system to the employer organization by offering training to job instructors and establishing a support network for instructors.

CONTRIBUTORS

Susanne Bäckman – Municipality of Bromölla, SE
susanne.backman@bromolla.se

Johannes Hirvelä – City of Helsinki, FI
johannes.hirvela@hel.fi

Håkan Printz – Municipality of Östersund, SE
hakan.printz@ostersund.se

GOALS

- Allow employers to gain the skills and competences to support and retain youth.
- Bridge the gap between the public support system and the labour market.
- Reduce turn-over of staff
- Increase local competence provision
- Improve leadership and interpersonal skills in existing supervising staff.

NEXT STEPS

1. **Define and design curriculum**
 - a. Inspiration and study visit at City of Helsinki – existing system of job instructor training
 - b. Gather additional expertise and experience (Occupational therapists, NExTWORK, youth that have established themselves.)
2. **Select participants for pilot group (principally supervisors in municipal service provision & voluntary SME's)**
3. **Start and support a network of participating instructors under training**
4. **Evaluate and improve**

#10 – Employer Support Function

TWG Labour Market Integration

CONCEPT

A permanent employer support function coordinating and supporting the contact between public service, the youth, and employers. The support is available during match-making and continues once employment/placement has begun, to offer support and expertise to both employee and employer. In this way knowledge, resources and experience of supporting youth to labour market integration is made available to employers smoothing transition.

CONTRIBUTORS

Donatas Nagumanovas – Caritas Vilnius, LT
donatas.nagumanovas@vilnius.caritas.lt

Viktorija Krutulytė - European Social Fund Agency, LT
viktorija.krutulyte@esf.lt

Juozas Meldziukas – Lithuanian Youth Department, LT
juozas.meldziukas@jrd.lt

Joanna Bochniarz – Centre for Innovative Education, PL
jbochniarz@cieedu.eu

Malgorzata Gojlo-Kaligowska – Foundatio of Social Innovation, PL
m.gojlo-kaligowska@gfis.pl

Petra Simojoki – Helsinki Youth Employment Services, FI
petra.simojoki@hel.fi

Anu Mäkinen - Helsinki Youth Employment Services, FI
anu.makinen@hel.fi

GOALS

- Lower threshold for employers and increase willingness to employ youth in need of support.
- Provide access to the expertise available on how to best support integration and establishment of NEET youth.
- Provide support to both employer and youth while employment is ongoing to increase chance of job retention and sustainable establishment.

NEXT STEPS

1. **Identify companies interested in participating**
2. **Set up a network for interested companies.**
3. **Identify what support can be provided and by which actor**
4. **List the benefits for participating employers.**
 - a. **Draft a mission statement or invitation explaining the purpose of the dialogue**
5. **Create additional incentives**
 - a. **Investigate setting up an indicator for socially responsible business (establishing certification or award).**

EMERGING PRODUCTS



Social Enterprise Support & Learning

CONCEPT

A platform for support and learning for Social enterprise targeting youth in need of support. Social Enterprise play an important role as a method to support youth to enter the labour market. Employment by social enterprises acts as a bridge or first step to the open labour market.

GOALS

- Exchanging methods of working with young people with special needs.
- Further develop training (pedagogical) mentors working with the young people
- Identify success factors of social enterprises in the field.

Evaluation System

CONCEPT

Developing a comprehensive system for evaluating impact of measures directed to NEETs. The product aims to compile and build on good practice. Alternative indicators and qualitative assessments are important to create the right incentives in measures and projects. A more inclusive evaluation based on the perception of the youth also allows for more comprehensive analysis of results. Transnational exchange on evaluation also allows for better comparability between national contexts stimulates transferral of successful measures.

GOALS

- Drawing on the macro-regional experiences to establish a baseline of good practice for evaluation of measures directed at NEETs
- Identify and test indicators that create incentives for a more person-centred and comprehensive response.
- Stimulate cross-sectoral approaches with long-term results.

Learning Platform Outreach

CONCEPT

The youth who are often hardest to reach and furthest from any formal measure must first be identified and contacted. This is done through outreach work. This product aims to initiate transnational knowledge exchange around the topic to share and further develop good practice in the field.

GOALS

- Drawing on the macro-regional experiences to establish a baseline of good practice for outreach and street work
- Establish systematic macro-regional exchange and knowledge development on the topic.
- Contribute to improving capabilities to reach the youth who are hardest to reach, e.g. through transnational staff training.

2019

Knowledge Platform Integrate NEETs
[Flagship School2Work](#)
[EU Strategy for the Baltic Sea Region](#)

Föreningen Norden (Norden Association)
P.O.Box 1083
SE-101 39 Stockholm

Visiting address: Drottninggatan 30, Stockholm

Phone: +46 (0)73-393 34 14
felix.schartner@norden.se
anastasiia.klonova@norden.se

