



YOUTH BUSINESS AND
EMPLOYMENT MANUAL
BEST PRACTICES OF CIVIL
SOCIETY ORGANISATIONS IN
WORKING WITH NEET YOUTH

IMPRESSUM

Youth Business and Employment Manual Best Practices of Civil Society Organisations developed by:
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INTRODUCTION

The best practice youth business and employment model manual represents a sort of tool and comprehensive, systematic guide for any interested civil society organisations (CSOs), NEET youth, women and other marginalized groups who are transiting towards the labour market.

The Manual is designed to serve as a road map and guide for youth organisations and other CSOs interested in offering employment and business models to help improve the situation of NEET youth in their relevant communities.

This document is based on the findings of the comparative study conducted in countries within the “Western Balkans and Turkey for EmploYouth” Action, namely Albania, Montenegro, North Macedonia, Serbia, and Turkey. The analysis included desk research of viable examples used throughout EU member states, as well as gathering inputs and good practice examples from relevant civil society organisations in these countries.

The project aims to contribute to the strengthening of regional cooperation, participatory democracies and the process of approaching the EU in the Western Balkans and Turkey in the field of youth employment, with a focus on creating solutions based on consistent information, in order to improve youth employment policies in the Western Balkans and Turkey, as well as to increase the capacity of civil society organisations (CSOs) to pilot and promote innovative solutions for improved employment of NEET youth in the Western Balkans and Turkey, and increase the engagement and influence of CSOs in raising public awareness about youth employment in the Western Balkans and Turkey.

The project is supported by the European Commission in its efforts to continuously improve the institutions' relations with young people. *WB&T for EmploYouth* is carried out by five youth organisations in the Western Balkans and Turkey, specifically: the Ana and Vlade Divac Foundation (Serbia), the Prima Association (Montenegro), Mladiinfo International (North Macedonia), Partners Albania - for Change and Development (Albania) and the Community Volunteers Foundation TOG (Turkey).

The Youth Hub of the Western Balkans and Turkey is a network of 20 youth organisations from Western Balkan and Turkey. The Hub was initially founded in 2016 with the goal of collecting data on youth position, monitoring and tracking the involvement of youth in policy and reform processes in each of the countries involved. The Hub supports policy changes related to the position of youth in order to achieve higher participation of young people in political, economic, and social life in each country. The Youth Hub was founded by five youth organisations: Partners Albania for Change and Development (Albania), Mladiinfo International (North Macedonia), Prima Association (Montenegro), Ana and Vlade Divac Foundation (Serbia) and Community Volunteers (Turkey).

For more information on the work of the Network and the Youth hub model, visit: <https://youthwbt.eu/>

The concept of NEET refers to a diverse group of (young) people not in employment, education, or training. More precisely, it refers to unemployed and inactive young people who are enrolled in neither formal nor non-formal education programmes.

The term NEET first appeared in the 1990s, within policy discussions in the UK concerning the need to reintegrate young people aged 16–18 who had dropped out of education but had not moved into the labour market. NEETs were specifically mentioned for the first time in European policy discussions of the Europe 2020 flagship initiative ‘Youth on the Move’; the term was broadened to include people aged 15–24 and, later, those aged 15–29. It is now a central part of the policy discourse of the European Commission, the European Parliament, and the Council of the European Union.¹

Although the concept of NEET first served as a tool to understand how NEET situations affect the individual, nowadays it has evolved and is often regarded as an indicator of how NEET situations affect society, the economy, and the labour market.

The differences between young people who are unemployed or inactive vary between age, family backgrounds, personal characteristics, socio-economic status, educational levels etc. Understanding these barriers is crucial and, combined with the specific community context and a general knowledge of youth development and educational needs, it can serve the development of adequate and quality support programmes and measures.

THE ROLE OF CIVIL SOCIETY ORGANISATIONS

Following the economic crisis and especially the youth unemployment crisis in Europe, both the research community and governments were focused on finding new ways of understanding and analysing the vulnerabilities of young people on the labour market.

In the ever-changing labour market, young people find their progress hindered by their lack of skills which can help them adapt to the demands of the labour market and transit successfully from the education system to work. Young people in Europe and especially in the Western Balkans (WB) and Turkey are part of the high percentage of population that is unemployed and lacks the necessary knowledge and skills. Since the formal education system is not sufficient in tackling these issues, non-formal methods of learning are of great importance in the further empowerment of young people for engaging with the dynamic labour market.

Having in mind the complexity of youth unemployment, resonant and effective responses require the cooperation of all stakeholders. Civil society organisations (CSOs) have a long track record in

¹ Exploring the diversity of NEETs, Executive summary, Eurofound: https://www.eurofound.europa.eu/sites/default/files/ef_publication/field_ef_document/ef1602en_1.pdf accessed: February 11th, 2021

designing and implementing high-quality and innovative training and services to young people which contribute to the overall improvement of employability skills of young people.

CSOs have a vital role in reaching NEET youth, especially young people from disadvantaged backgrounds who are often not sufficiently included in governmental programmes.

As opposed to government programmes and policy measures, civil society organisations can more easily reach the NEET population and engage them in their programmes. This flexibility enables tailor-made approach in programme design based on the needs of specific sub-groups of young people.

Reinforcement of the cooperation among civil society organisations and the design of shared solutions regarding youth employment is of utmost importance for the region. Cooperation enables the exchange of knowledge and good practices for reducing youth unemployment rates. It increases youth involvement in cooperation projects and allows for acquiring relevant skills for the integration of youth into the domestic and EU labour markets. Overall, recognizing CSOs as equal partners to public institutions in policy and decision-making processes enables reform policies which correspond to the needs of young citizens and create the groundwork for active participation and independent quality life for all citizens.

Good practice examples across the European Union

Type of activity	Career guidance and information, skills development
	My career path – <u>Edu Compass Foundation</u>
Label: sub-group// NEET, CSO etc.	Roma and Bulgarian students from 11 th and 12 th grade (emphasis on graduates) from a remote area in the city of Sofia, Bulgaria
Activity objectives	Change in perception on the available opportunities for employment; Improvement of employability skills – development of hard and soft skills; Clear understanding of the labour market and opportunities.
Step by step description	The programme was developed, and it offered as a 5-week course for 40 students. The key activities and support provided were: 1. Understanding and developing the best career fits for each student based on attitudes, interests, and personality; 2. Develop a hard skill – design, coding, etc., based on individual learning styles; 3. Develop key transformational skills such as goal setting, planning, self-presentation, critical thinking, creativity, resilience. Through this course, young people create an individual profile and a roadmap for specific career paths. They are motivated to explore their chosen paths, and, with personal efforts, they better understand their chosen careers and the expectations they bring. The output of the course is a personal career plan with specific steps on how to achieve and sustain the chosen career profile (formal education, self-presentation skills etc).
Results	Equal opportunities for students from remote areas and underprivileged communities; 7 out of 10 people found a job or continued their education following the completion of the course.
Available resources:	https://edu-compass.com/

Type of activity	Second chance schools and measures
	Blanchardstown Community Training Centre - Dublin and Dún Laoghaire Education and Training Board
Label: sub-group// NEET, CSO etc	Young people aged 15-21 - early school drop-outs without qualifications.
Activity objectives	These programmes provide vocational preparation and life skills training to early school drop-outs and local young people. The programme gives them the opportunity to learn new skills and acquire the knowledge and experience necessary for transitioning into employment, further training,

	or continued education. It aims to provide integrated advice, guidance, and access to personal development opportunities, thus helping young people make a smooth transition to adulthood and working life.
Step by step description	<ul style="list-style-type: none"> - Vocational qualifications - Work experience in a chosen profession - Career advice and guidance to prepare young people for work - Financial support (learner bursary and travel costs during the training). <p>The “second chance school” is a quiet and small environment (40 students max) designed to give individual attention to each student. The subjects are taught one at a time, so students are not burdened with all subjects at once. The exams are assessments and students are submitted to it once they feel ready. Once the students complete their course, they either begin looking for a job or progress to further education.</p> <p>In this process, they are offered career counselling, college visits, career information, job searches and support in the organisation of their work experience.</p>
Available resources:	http://dlctc.ie/# https://blanchardstownctc.ie/

Type of activity	Better access to tertiary education – Support for students with disabilities and students from disadvantaged backgrounds
	Association for Higher Education Access and Disabilities - AHEAD
Label: sub-group// NEET, CSO etc.	Students and graduates with disabilities
Activity objectives	Create inclusive environments in education and employment for people with disabilities.
Step by step description	<p>AHEAD has developed complex and comprehensive services for interested young people willing to transit toward third level education and/or graduates, all of whom have some type of disability and require additional information and support so that they could gain full and equal access to tertiary education.</p> <p>Their programmes are divided into sections:</p> <ul style="list-style-type: none"> - Career and academic information for upcoming students on entry requirements and available support schemes; - Available resources for students at colleges, varying from educational support, funding opportunities and available services within the educational institutions; - Career counselling;

	<ul style="list-style-type: none"> - Job seeking tips; - Information regarding work related legislation; - Available grants for employees with disabilities; - Soft skills trainings “Think Twice”.
Available resources:	https://www.ahead.ie/accessingcollege https://www.ahead.ie/student https://www.ahead.ie/graduate

Type of activity	Work placement programme
	Willing Able Mentoring (WAM)
Label: sub-group// NEET, CSO etc	Graduates with disabilities
Activity objectives	Access to the labour market for graduates with disabilities; Employer capacity building on disability integration in the workplace.
Step by step description	<p>The WAM programme is designed to offer paid work placements for graduates with disabilities, as well as to improve employers’ internal policies and procedures in recruitment, in an effort to secure fair and equal treatment based on the workers’ abilities.</p> <p>The four key components of the programme are:</p> <p>Recruitment – an inclusive approach</p> <p>Needs Assessment – a consultative process designed to provide the selected graduate, i.e. selected intern, with suitable support and accommodations they will require in order to successfully complete the transition to the workplace.</p> <p>Mentoring – a two-way learning process, developed to provide a safe space for the intern to take in the experience and connect with the selected mentor within the workplace.</p> <p>Relationships – social inclusion from the bottom up.</p> <p>All “interns” undergo a real work experience based on their qualifications and receive training in the social and networking skills relevant for their overall employability aspects and, through the course of the internship program, ongoing mentorship support within the workplace.</p>
Results	Since 2005, The WAM Programme has provided nearly 500 work placements for graduates with disabilities in some of Ireland’s largest companies.
Available resources:	https://www.ahead.ie/waminfopack

Type of activity	Specific entrepreneurship training and support
	Collective entrepreneurship in cooperation Co-Actions
Label: sub-group// NEET, CSO etc	PES unemployed beneficiaries;
Activity objectives	The programme offers training for beneficiaries to create new businesses, and further supports them in developing and expanding their businesses.
Step by step description	<p>The support programme is divided into three stages.</p> <p>1. Entrepreneurial learning and mentoring by cooperative members First off, newcomers who are interested in joining the cooperative enter a legally binding contract which defines the scope of the services they will be provided with when creating their business. This way, all newcomers still receive their unemployment benefit which eases the transition and enables them to focus on their business development. All members of the cooperative take part in the training programme and help the budding entrepreneurs to develop their entrepreneurial skills, as well as mentor them in business strategies, budget forecasts, and communication strategies.</p> <p>2. From business development to associate-employee-entrepreneur All entrepreneurs are encouraged to move forward with their entrepreneurial endeavours. The key difference with this programme is that in this phase they do not receive any earnings from their sales. All income is being placed aside in a “fund” up to the point when they gain financial stability, and the money can be used once they earn enough funds to secure their monthly wage. All participants can become shareholders in the cooperative and contribute financially to the cooperative to support the permanent staff and keep the cooperative afloat. In return, the coop offers the facilitation of different business profiles and professions to develop collaboration, customers, and opportunities, and also to provide peer-to-peer professional co-development.</p> <p>3. Stability and upscaling This phase is dedicated to mentoring and counselling entrepreneurs in upscaling their businesses in a sustainable way.</p>
Available resources:	https://co-actions.coop/co-actions/la-cooperative/ http://www.europeannetforinclusion.org/call-good-practices-2020-1

Type of activity	Vocational training
	The Vocational School - ÖJAB (Österreichische Jung Arbeiter Bewegung/the Austrian Young Workers' Movement)
Label: sub-group// NEET, CSO etc	Young adults aged between 15 and 21 who have completed their mandatory education
Activity objectives	Prepare young adults for the labour market and get them job-ready; provide support in their seeking for a job/apprenticeship or further training; understand the concept of life-long learning and explore a variety of options.
Step by step description	<p>The Vocational school is designed to provide support to young people who are not transiting toward third level education and lack qualifications to successfully enter the labour market or vocational training.</p> <p>The School programme offers:</p> <ol style="list-style-type: none"> 1. Training modules – All modules are available to students and they can train in a range of areas: catering and gastronomy, hospitality, practical trades and handcrafts, office administration etc. 2. Coaching – Each participant is assigned a coach who monitors their progress and serves as a supervisor on the course. The support provided by the coach depends on the needs and requests of the participant and can include job interviews and “trial” jobs at certain enterprises. 3. Knowledge workshops are optional and serve to both improve the skills of participants (digital and cultural) and offer some quality leisure activities in order to support their well-being.
Expected results	Up to 34 young adults are taking part in the Vocational school program.
Available resources:	https://ec.europa.eu/esf/www.oejab.at/produktionsschule https://www.facebook.com/oejab.at

Type of activity	Social enterprise
	SoFIT - Social enterprise Graefewirtschaft Berlin, Germany
Label: sub-group// NEET, CSO etc	Young, disadvantaged people, mostly migrants, with no school or professional qualification, aged 18 to 35.
Activity objectives	Improve the lives of young people from disadvantaged backgrounds; provide job opportunities to young migrants and refugees; support in acquiring qualifications in the catering industry.

Step by step description	<p>Graefewirtschaft is a social enterprise founded by long-term unemployed migrants and Germans. This social enterprise provides fresh and healthy meals to 13 schools, day care centres and kindergartens in Berlin. It has six production kitchens, including a canteen kitchen.</p> <p>The aim of SoFIT is to integrate disadvantaged migrants into the workforce and provide them with training, thereby aiding them on their path towards financial independence.</p> <p>The SoFIT project offers: Targeted occupational and career planning; vocational training and support in acquiring qualifications.</p>
Expected results	After participating the support programme, almost half of the young migrants and refugees from the SoFIT project go on to find permanent employment or further vocational training, either with Graefewirtschaft or one of its partner organisations in Berlin.
Available resources:	https://graefewirtschaft.org/

Type of activity	Sports-based intervention program
	SPIN programme – SPIN Estonia
Label: sub-group// NEET, CSO etc	Young people with fewer opportunities, young people at risk (10-18)
Activity objectives	The aim of the programme is to reduce risk behaviour and facilitate the development of social skills via sports.
Step by step description	<p>The SPIN programme targets Estonian and Russian speaking youth to help them acquire valuable social skills by engaging in football activities. The UK Kickz youth sports programme served as a model for SPIN.</p> <p>Participants are required to take part in three weekly sessions. Two of the sessions are centred around football and the third is dedicated to the development of other social skills.</p> <p>Each SPIN group has one professional football coach and one assistant coach with experience in social or youth work.</p> <p>The children’s development is assessed by measuring their rate of participation and discipline in the activities, as surveyed by the coaches, as well as their grades and behaviour in school.</p>
Results	The impact study of seasons 2015 to 2017 showed that SPIN has a significant impact on the pro-social attitudes of the youth that participated actively in the programme, helping them improve self-control, encouraging them to take reasonable risks and hold back

	<p>impulsive responses, and improving their behaviour in school as well as academic achievement.²</p> <p>Some of the results showcase:</p> <ul style="list-style-type: none">8% improvement in school results6% improvement in behaviour at school19% improvement in activity, participation, and discipline18% decrease in readiness to engage in risk behaviour12% improvement in self-control95% of the participants rated the programme as either good or excellent
Available resources:	https://www.spinprogramm.ee/

² <https://www.britishcouncil.ee/en/programmes/society/spin-programme> accessed: February 25th, 2020.

Good practice examples - ALBANIA

Type of activity	Career guidance and vocational training
	Qendra Sociale Murialdo
Label: sub-group// NEET, CSO etc	Vulnerable groups and the Roma community, especially women and young people in disadvantaged situations
Activity objectives	Support young men and women in difficulty due to their social situation by providing guidance and training to help integrate them into the labour market and society.
Step by step description	<p>Qendra Sociale Murialdo operates in the city of Fier (Albania). Their services are:</p> <ol style="list-style-type: none"> 1. Vocational training courses - the main courses provide skills necessary for performing work of a mechanic, office assistant, plumbing worker, welder, graphic designer, and electrician. 2. Internship placement – following the completion of the courses, all participants are then offered an internship opportunity in Fier. 3. Cooperation with local businesses and companies, as well as educational institutions – QSM has outreach towards the labour market and provides local employers with opportunities to take part in the internship programmes. They have agreements with various private companies in Fier - textile production companies, construction companies and various mechanical offices, as well as private businesses dedicated to graphics or the system of electrical implants and solar panels. They also have agreements with the Fier Regional Directorate of Pre-University Education, the Probation Service, and the Work Office in Fier in order to extend outreach services towards other NEET who are outside of the 15-29 age range.
Expected results	In 2020, 4 young people completed their internship programmes and have secured stable employment contracts at their respective positions.
Available resources:	https://www.facebook.com/Qendra-Sociale-Murialdo-336990703059572

Type of activity	Social enterprise
	Empowering the Jonathan Center through its social business “Te Xhoni Café”
Label: sub-group// NEET, CSO etc	Children and young people with Down’s syndrome, autism, and similar special needs
Activity objectives	Support young people with Down Syndrome and include them into the working system to help them achieve their interdependence.

Step by step description	<p>The mission of the Jonathan Center is to support children and young people with Down’s syndrome, autism, and similar special needs. All the services being provided at the Center are free of charge for all vulnerable communities. Financial sustainability has been a big challenge to them, but it led to creating innovative additional services to generate more funds for the Center. Initially, they began with the production of frames, postcards and other decorations which are created by beneficiaries of the Centre within their art therapy classes.</p> <p>The second initiative was the start-up of the social enterprise “Te Xhoni Café” as a platform in support and inclusion of young people with Down Syndrome in society and the labour market. The café has three full-time employees, one of which is a young person with Down Syndrome. This social enterprise serves the Down syndrome community (children and young adults) and their families directly. In addition to this, the café serves as a platform to raise awareness on the importance of social inclusion through the organisation of various social events for the public (“Charity Open Day”, “Women Day”, “World Down Syndrome Day”, “Karaoke Nights” etc).</p>
Results	<p>Equal access to the labour market for individuals with Down syndrome as well as financial independence.</p> <p>The expansion of support services to the beneficiaries of the Center through revenues (increased number of beneficiaries that receive therapies - from 53 beneficiaries in 2018 to 64 in 2019, benefiting from free therapies and the life-skills courses contributing also to the interdependent living of 17 young individuals).</p>
Available resources:	<p>http://www.downsyndromealbania.com/ https://partnersalbania.org/publication/social-enterprises-and-their-ecosystems-in-europe-country-fiche-albania/</p>

Type of activity	Market system development approach
	RisiAlbania-Partner for Growth – the Swiss Agency for Development and Cooperation SDC in partnership with the Ministry of Finance and Economy and implemented by Helvetas and Partners Albania for Change and Development
Label: sub-group// NEET, CSO etc.	Young unemployed Albanian citizens from the ages of 15-29
Activity objectives	The aim of this initiative was to make mass media an ongoing provider of information on employment issues. The media intervention aimed to:

	<ul style="list-style-type: none"> - Media level change - Change the way in which media in Albania report on and cover employment/career orientation related issues; - Audience level behaviour change - Change the perception and behaviour of audiences on the labour market, especially those of young people and their parents; - Employment level change - Impact employment by pointing young women and men in the direction of relevant jobs that they would not have found otherwise.
Step by step description	<ul style="list-style-type: none"> - Media sector and media content analysis; - Finding the best international/regional practices of quality labour market information; - Workshops on commercial aspects of employment-focused reporting; - Financial support for innovative media products related to youth employment; - Pilot and test phase of selected media products; - Building media capacity for quality content reporting on youth employment; - Youth quality assurance group; - Developing a tertiary education module on labour market policy and reporting.
Results	<p>In total, 6 media products directly supported by RisiAlbania were broadcasted during the project lifetime. These media products ranged from employment market-centred, to entrepreneur-centred, to those covering formal self-employment. This portfolio was aimed not only at young people, but also at their parents.</p> <p>Media level change – Overall, this type of support showed strong signs of both product and market sustainability.</p> <p>Audience level change - After listening, watching, or reading the media products, the survey showed that almost 87% viewed them as being either useful or very useful. 71% of people believe to have changed perception about jobs and careers and almost one third stated that this had resulted in them changing their employment seeking behaviour, with an overall almost equal impact among women and men. The audience changes revolved around undertaking trainings to allow for new employment opportunities or establish their own business, or to take up jobs in sectors which they would not have considered previously.</p> <p>Employment level change - survey suggests that 71% of the total audience of the media products were impacted by the programmes. 39% had their understanding of employment issues impacted in some way and 32% changed their perception and behaviour because of listening, watching, or reading employment focused media content.</p>
Available resources	<p>https://www.risialbania.al/?lang=en https://www.facebook.com/risial</p>

Type of activity	Social enterprise
	<i>YAPS CLEANING SERVICE</i> - Youth Albania Professional Services
Label: sub-group// NEET, CSO etc.	Young people aged 15-29 coming from marginalized communities and rural areas - orphans, Roma, Egyptians, people with difficult financial backgrounds.
Activity objectives	Provide training and education programmes for youth coming from marginalized communities; create work opportunities and enable entry into the labour market.
Step by step description	<p>Youth Albania Professional Services is the first social business in Tirana. The company works in the fields of delivery, cleaning, and fix-it services. 90% of couriers at YAPS are young adults under the age of 29.</p> <p>In its early days, YAPS offered 600 services per month, whereas now YAPS reaches nearly 100,000 services per month which include: general cleaning services at homes, offices, business centres etc.; washing armchairs, couches, sofas; lucid of special facilities and parquet; cleaning and washing all types of carpets, as well as couches and chairs; disinfecting different environments; cleaning newly built buildings and much more. In addition, YAPS offers a postal service and there are several types of services which are implemented throughout the Albanian territory and wider.</p> <p>YAPS maintains cooperation with public institutions such as the Labour Offices, and the Probation service with the aim to track NEET youth and reach out to them.</p>
Results	In the last 3 years, more than 250 young people have been employed by YAPS and most of them are within the age group 15-29. Currently YAPS employs 112 young people and all of them are orphans, Roma, Egyptians, or people coming from a difficult financial background.
Available resources:	http://www.yaps.al/yaps/?lang=en

Type of activity	Support programme for CSOs and social enterprises
	EMBRACE – Entrepreneurship Models Building Relations and Creative Economy - Partners Albania for Change and Development
Label: sub-group// NEET, CSO etc.	CSOs and social enterprises in Albania
Activity objectives	Contributing to the development of social economy and fostering inclusive development in the country through the creation of successful models of sustainable social enterprises in Albania.

<p>Step by step description</p>	<ul style="list-style-type: none"> - Capacity building programme for CSOs to initiate/strengthen their social enterprise initiatives; - Financial support for social enterprises to continue or improve their business and contribute to the employment and social inclusion of underprivileged groups; - Exposure to international networks for mobility and business development opportunities – Albanian SEs are introduced with opportunities for mobility and company development in various regional networks.
<p>Results</p>	<p>45 CSOs were motivated to initiate/improve their social enterprise initiatives, out of which 15 were youth organisations focused on youth employment and empowerment.</p> <p>15 social enterprises were supported to run effective businesses and contribute to the employment and social inclusion of underprivileged groups.</p> <p>About 46 people were employed full time and part-time together with the integration of over 100 people (unemployed young women, women in conflict with the law, unemployed young people, young people with Down syndrome, young people from the Roma community, etc).</p> <ul style="list-style-type: none"> - Through the social enterprises, 1494 direct beneficiaries were involved, and 17 young people were trained as touristic guides; - 302 children/young people were educated on sports and healthy food; - 20 women (some of them young women in conflict with the law) were trained in handcrafts; - 150 women benefited from free services; - 92 rural women were trained; - 200 mothers were educated on healthy food; - 40 artisans helped to sell their products; - 17 young people with Down syndrome were trained on independency courses; - 5 women from poor families benefited from prenatal/postnatal services; - 110 young people engaged in activism; - 25 orphans and 8 elderly benefited from entertainment activities and food.
<p>Available resources</p>	<p>https://partnersalbania.org/embrace-entrepreneurship-models-building-relations-and-creative-economy/</p>

Type of activity	Social enterprise
	Pana Storytelling Furniture
Label: sub-group// NEET, CSO etc.	Youth at risk: orphans, returning emigrants, Roma, and Egyptian youth
Activity objectives	Pana is a social and ecological enterprise that produces tailor-made furniture by reusing the wooden waste that is already in the market and employs people from marginalized groups.
Step by step description	<p>Pana Storytelling Furniture is an enterprise which was created as a result of direct support after a competition for social entrepreneurship initiatives and green ideas.</p> <p>The market aim of Pana is to design furniture and interiors. However, what sets this company apart from its competitors and adds value to it is that it is an environmentally conscious enterprise, because the manufacturing process uses scrap wood from torn-down homes, pallets and other sources, and it has a social mission to hire and provide opportunities to people from disadvantaged backgrounds - orphans, returning migrants, older workers.</p>
Results	Now, Pana Storytelling Furniture has 18 full-time employees, out of which 12 are orphans, unemployed youth, returned emigrants, people with mental disabilities or those from the Roma and Egyptian communities.
Available resources	https://www.facebook.com/panaalbania

Good practice examples - TURKEY

Type of activity	Skill development programme
	Yeni Bir Lider Association - LEAD21 Fellowship Program
Label: sub-group// NEET, CSO etc.	Young people from Turkey aged 18-25
Activity objectives	Improvement of leadership skills of undergraduate students.
Step by step description	<p>LEAD21 Fellowship Programme is a one-year leadership development programme that prepares 21 undergraduate students who have leadership potential. Eligible applicants are undergraduate students up to 25 years of age. Selected participants receive a monthly stipend throughout the course of the programme.</p> <p>The programme has 5 stages:</p> <ol style="list-style-type: none"> 1. Leadership camp - In the first stage, LEAD21 representatives participate in a 4-day leadership camp. In this camp, stimulating sessions are held with academics and business leaders with the mind-set of 21st century leadership vision. 2. LEAD21 Summit - This stage consists of online and offline activity sessions that aim to add value to young people's 'Leadership Journeys'. In these sessions, vision round table discussions take place with business professionals. Network activities range from meet ups with different young professionals to case studies involving representatives of the institutions where the participants work. 3. Development camp Energize – The camp serves as a checkpoint to reflect and present the participants' Social Leadership Journey process, as well as to reach out to other young people and get them involved in discussions about leadership. 4. Online Leadership stage - Young people are given access to online leadership training content that adds value to their business lives. The executive partner of this stage is Turkcell Academy. 5. Networking events - In the fifth stage, young people participate in monthly programmes consisting of business world activities, culture-art meetings, and network events. <p>Horizontal activities of the programme are the 6-month mentoring, coaching, and consulting process, and the development of social responsibility projects.</p> <p>The participants are given one-on-one mentorship sessions and advice from top executives of the business world and founders of successful</p>

	start-ups. Participating young people develop social responsibility projects that will benefit the society in their cities and lead these projects for 6 months along with the Social Leadership Journey and the United Nations Sustainable Development Goals. Following the successful completion of the program, participants become part of the ‘Alumni’ community and continue to benefit from various supports and the ecosystem.
Results	Through the course of 2019-2020: 9 internships have been organised, 7 socially responsible initiatives have been implemented in local communities, and one full time employment opportunity has been secured by a participant.
Available resources:	https://yenibirlider.org/lead21/

Type of activity	<i>Internship placement and first work experiences</i>
	İlk Fırsat (First Opportunity) - Esas Sosyal (Esas Social)
Label: sub-group// NEET, CSO etc.	Young people- recent university graduates entering the labour market
Activity objectives	Providing equal opportunities for newly graduated young people in transition to their first job; enabling young women to develop their competencies and professional communication networks, thus allowing for a much stronger start to their careers.
Step by step description	The programme is designed to provide young graduates with necessary employability skills and work experience. The pillars of the programme are: <ul style="list-style-type: none"> - One-year work programme in selected NGOs - First Opportunity Academy - offering young people the opportunity to develop 21st century skills through training, mentoring, support, and various activities.
Results	<ul style="list-style-type: none"> - 95 First Opportunity participants were provided with work experience in 22 non-governmental organisations. - The recruitment rate of young people who completed the programme in the first 3 months was 94 percent. - 60% of the 95 participants started working in prestigious private sector companies and 40% in non-governmental organisations where they gained work experience. - Informative activities were carried out for private sector institutions about young people with First Opportunity. - The participants’ CV-s were delivered to more than 120 institutions that were corporate supporters in 2020. - These institutions participated in the interviews conducted these throughout the year. Specific information was provided to nearly 40 institutions, taking into account the position-based employment applications.

Available resources:	http://www.ilkfirsat.org/en
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Type of activity	<i>Internship placement and first work experiences</i>
	Benim Geleceğim Gençlik Merkezi Projesi - My Future, Youth Center Project
Label: sub-group// NEET, CSO etc.	Young people aged 18-25 (50% of women and 50% of men, 20% Turkish and 80% Syrian)
Activity objectives	Carrying out family counselling and supportive activities in families with issues in order to prevent child labour by employing young people; encouraging young people to participate in employability skills training and gain skills for finding a job and continuing their business life; supporting the placement of young people in registered jobs through 3-month incentive-supported paid internships; providing young people with basic entrepreneurship training; enabling young people to start their own businesses by supporting their initiatives with seed funding.
Step by step description	<ul style="list-style-type: none"> - Basic entrepreneurship training - Studies on employment experience and family counselling, incentive supported 3-month internships - Providing entrepreneurship support funds for groups in need of economic support - Supporting the inclusion of immigrant groups in local authorities (İŞKUR, job-search portals of municipalities, private employment agencies, and online career platforms) - Career information and CV building courses - Gaining employment experiences for sustainable business life (Official interviews, obtaining work permits, SSI entries, signing employment contracts) - Learning about Turkey's labour laws - Supporting sustainable contact between the Syrian immigrant group and the local authorities (participating in municipal institutions as staff members, providing organisational support for the inclusion of immigrant groups in municipal institutions, being a part of municipal bodies where they make business plan presentations in terms of entrepreneurship) - Opportunities for attending professional and language courses and obtaining certificates - Providing additional support and easy access to the workplace for young refugees with disabilities
Results	<ul style="list-style-type: none"> - An average of 300 young people participated in employability and job-search training and developed their entrepreneurship skills. - Young people with child labour history gained access to jobs in safe and formal conditions.

	<ul style="list-style-type: none"> - The young person who was encouraged to develop job search skills is placed in a registered job which they found on their own without incentives. - Women who need economic support, who continue their university education or who provide care at home, young people who cannot work full-time for various reasons, turning their home production or venture ideas into gain and creating economic resources.
Available resources:	http://mudem.org/

Type of activity	Career guidance and counselling centre
	Çanakkale Career and Business Development Office
Label: sub-group// NEET, CSO etc.	Young people aged 15-29, unemployed young people who are in the process of choosing a job and a profession
Activity objectives	Employment and career planning for unemployed youth entering the labour market for the first time; skills and occupation training programmes; career information and guidance; support in searching for a job;
Step by step description	<p>The content of these courses is selected based on the needs and the most in-demand professions of the labour market. This data is driven by the Labour market analysis report of the Çanakkale Labour and Employment Agency Provincial Directorate.</p> <p>The courses offered are as follows:</p> <p>Vocational Courses:</p> <ul style="list-style-type: none"> - KOSGEB Applied Entrepreneurship Training; - Sales and Marketing Training; - Floor Cleaning Staff Training; - Ceramics and gift training - Bronze/Silver; - Lifeguard and First Aid Training; - Project writing training for Agricultural Credits and Grants. <p>Trainings certified by The Ministry of National Education:</p> <ul style="list-style-type: none"> - Computer System Maintenance and Repair Course; - Web Design Course; - Graphics and Animation Course; - Object Oriented Programming - Java Development and Adaptation Training; - Dynamic Internet Programming Php Development and Compliance Training; - Mobile Programming Development and Adaptation Training with Android; - Personal Development Workshops;

	<ul style="list-style-type: none"> - Volunteering and Civil Society, Teamwork and Time Management Leadership; - Project Preparation; - Human Rights and Democracy; - Diction and Oratory; - CV and Job Interviews.
Results	<ul style="list-style-type: none"> - Certified vocational courses for 210 young people; - Personal development workshops for 320 young people; - Career information sessions for high school students in 15 high schools within the Çanakkale Central district. - A total of 725 young people attended vocational training, certified computer courses and personal development workshops.
Available resources	https://www.kozagenclikdernegi.org/kariyer-is-gelistirme-ofisi/

Type of activity	Active labour market measures
	EKİP – (Effective Women Job Platform) - Carma /Jana
Label: sub-group// NEET, CSO etc.	Young Turkish citizens and Young Syrian women under temporary protection who live in İstanbul and are over the age of 18
Activity objectives	<p>Create sustainable employment patterns while bringing the young women from Syria and Turkey together through a cooperative model. The cooperative gives the right to hold general assembly and equal participation. This cooperative’s main goal is to prepare healthy, reliable, innovative, and seasonal food products.</p> <p>Empower women through training, consultancy, activities, visits, mentoring while creating a sustainable finance model.</p> <p>Provide real work experience to participating women with the professional coordinators of the project, and to improve their digital literacy and decision-making management.</p>
Step by step description	<p>The project activities are divided into two main groups.</p> <p>1. Women’s Empowerment Activities:</p> <ul style="list-style-type: none"> - Training programmes for women (Financial literacy, entrepreneurship, business mind-set, Ecail project management, marketing, gender equality training) - Visits and events (breakfasts, gatherings, farm and factory visits, meeting with other actors from the food industry) - Meetings (Women come together with the core team and professional employees and have meetings in the form of progress

	<p>update crisis interviews and general assembly simulation where women meet).</p> <p>2. Sustainable Employment Model Activities</p> <ul style="list-style-type: none"> - Foundation studies of the cooperative - Marketing studies (tasting activities with municipalities and institutions, marketing studies, and visibility activities with products whose content has been written) - Product design (the production of 16 salads - food safety, nutritional value, etc. - have been studied with chefs and dieticians)
Results	<ul style="list-style-type: none"> - Start-up and running of the food cooperative by women, participants of the training programme. - The food cooperative produces 16 types of healthy salads – 4 types of salads for each season, and 3 with seasonal ingredients. - 18 Syrians and 3 women from Turkey continue the training. 12 of them are official partners of the cooperative. - Women empowerment through provision of financial stability to the families of women cooperates. - Good practice examples and employment models have been created where 12 women were employed in this context. - Approximately 300 people had higher employability skills. <p>The success of the project brought additional support and in-kind support by the local municipality. The Küçükçekmece municipality (in Istanbul) provided local space to be used indefinitely.</p>
Available resources:	https://ekiplatformu.com/tr/hakkimizda/

Type of activity	<i>Employability skills training</i>
	FUTURE WOMEN LEADERS - KAGİDER Women Entrepreneurs Association of Turkey
Label: sub-group// NEET, CSO etc.	Young women between the ages of 20 and 25 who speak English, preferably university students or recent graduates;
Activity objectives	<ul style="list-style-type: none"> - Preparing young women for business life; - Increasing the competencies and professional communication networks of women to provide an additional boost in their early career and business life.
Step by step description	<ul style="list-style-type: none"> - a 4-day training on personal development, sectoral knowledge, business life dynamics and career planning; - Mentoring and support in the job search process by past graduates and trainers according to the needs of participants.
Results	<ul style="list-style-type: none"> - Improved employability skills of young graduate women; - Remote mentoring and access to the alumni network; - Further career information and available resources are provided.
Available resources:	https://www.kagider.org/en/young-kagider/projects/lists/genc-kagider-projeler/women-leaders-of-the-future-project

Type of activity	<i>Training programme</i>
	Youth Work Academy - TOY Gençlik Derneği (TOY Youth Association)
Label: sub-group// NEET, CSO etc.	Young people between the ages of 18-30 who want to work professionally in the field of civil society or who are ready for the workforce and require additional skills.
Activity objectives	Improvement of educational, communicative, and organisational capacities and competencies of young people who want to work in civil society and become youth workers.
Step by step description	<p>The Youth Work Academy was designed to respond to the growing needs for additional resources and capacity building in Turkey's civil society. The Programme of the Academy is designed based on the needs assessment and inputs of interested youth organisations.</p> <p>The Academy has two main components:</p> <ol style="list-style-type: none"> 1. Training camps for the improvement of theoretical and practical knowledge and skills. 2. Mentoring process - Participating young people received one-on-one mentorship from a non-governmental professional and youth worker regarding all these issues in the content of the project. This mentorship has also supported peer learning and communication. Participating young people had the opportunity to receive guidance on their career goals and plans from their mentors and to make certain connections.
Available resources:	https://www.toygenclik.org/

Type of activity	<i>Employability skills training</i>
	INGEV- IMPROVE ACCESS TO LIVELIHOOD OPPORTUNITIES FOR REFUGEES WITH DISABILITIES
Label: sub-group// NEET, CSO etc.	Refugees in Turkey, with special focus on people with disabilities and young people;
Activity objectives	Provision of employment and self-employment support to disabled individuals based in the Istanbul area;
Step by step description	<ul style="list-style-type: none"> - Phone interviews with Syrian refugees, especially people with disabilities in order to determine their capacities and abilities; - Preparation of individual career plans; - Development of an information one stop shop platform abledturkey.com with the aim to provide information and guidance on disability, employment, refugee services and entrepreneurship with a mapping system;

	<ul style="list-style-type: none"> - Career training on CV writing and preparation for job interviews; - Vocational training for client service positions and digital skills (e.g. MS Office) - Entrepreneurial consultancy services for interested candidates; - Financial grant support scheme for entrepreneurs who have some form of disability or support for businesses to include more people with disabilities in their workforce.
Results	<ul style="list-style-type: none"> - Identified more than 300 refugees (Syrian and individuals with disabilities) ready to enter the workforce; - Provided career counselling and support by creating individual plans for 117 of these individuals willing to participate in economic life; - Close to 150 people took part in career planning trainings; - Support and work placement for 14 participants in the private sector, and support in business start-up for 9 people. - Consultancy services were provided in more than 100 sessions for entrepreneur candidates; - 5 companies benefited from grant support.
Available resources:	

Type of activity	Training and internship placement
	Training and Internship Programme Preliminary to Adaptation of Working Life in Turkey - Support to Life Association
Label: sub-group// NEET, CSO etc.	Young people between 18-24 years old - Turkish citizens and Syrians under temporary protection
Activity objectives	<ul style="list-style-type: none"> - Improvement of employability skills of young people aged 18-24; - Peer learning and experience sharing; - Access to employment opportunities.
Step by step description	<ul style="list-style-type: none"> - Provision of certified trainings for skills development; - Higher capacity for the integration of refugees into the labour market; - Internship placement program.
Results	<p>The Programme contributed to the improvement of employability skills of young beneficiaries. The exposure and joint action activities for both Turkish and Syrian beneficiaries enabled open discussion and raising awareness of the obstacles and prejudices which each group faces on the labour market. Employers were encouraged to better understand the necessity for labour integration and labour law requirements for the employment of refugees.</p> <p>The work experience gained through the internship programme secured additional knowledge and skills for young people and allowed new jobs and income generation, and thus allowed for more support to households.</p>
Available resources:	

Type of activity	Digital skills training
	Habitat Association – Design Your Future
Label: sub-group// NEET, CSO etc.	Young people aged 18-30
Activity objectives	<ul style="list-style-type: none"> - Offer the users of the training platform www.geleceeginitasarla.com an opportunity to improve their digital competencies, enrich their social skills and search for jobs effectively; - Improve the social and digital skills of job seekers to increase their employability; - Support young volunteers in spreading the educational contents face to face with the peer education model; - Support the capacity development of young people together with teachers/mentors.
Step by step description	<ul style="list-style-type: none"> - 21st Century Skills and Employability Trainings, - Digital Content Creation training on Microsoft Word and managing digital content, - Digital office environment trainings on Microsoft tools; - Digital literacy trainings (working with computer, access to online information and communication, as well as safe and responsible online participation); - Effective presentation preparation trainings; - Microsoft Office basic Information and Excel-oriented data trainings; - Employment Activities for young people along with the trainings given in digital environment.
Results	Around 30,000 people were reached in 2019. Over 350,000 people took part in the offered activities in the period of 2005-2010.
Available resources:	

Good practice examples - NORTH MACEDONIA

Type of activity	Market System Development Approach
	Education for Employment in North Macedonia - Helvetas
Label: sub-group// NEET, CSO etc.	Unemployed young people in general, with specific focus on vulnerable groups such as Roma, people with disabilities, people from rural areas and women from certain categories.
Activity objectives	Improvement of the quality of vocational secondary education and non-formal vocational education (vocational skills development - VSD); Employment of young people, especially women, Roma, people with disabilities and other vulnerable groups.
Step by step description	<p>The Programme's strategy is a systemic one, using the Market Systems Development (MSD) approach. Through the MSD approach, the Helvetas team do not implement activities directly but support systemic actors (in this case the Ministry of Education and Science, the Ministry of Labour and Social Policy, educational institutions, chambers of commerce and other various associations) through expertise and/or financial assistance so that they reach the desired results consistently and inclusively.</p> <p>The main collaborators include state institutions in general, civil society organisations (CSOs), Chambers of Commerce, Swiss, and international organisations and institutions.</p> <p>The programme components are as follows:</p> <ul style="list-style-type: none"> - Supporting the partners in providing employment training tailored to market needs; - Establishing partnerships between vocational high schools and companies so that educational programmes are market-compatible, and students have more opportunities to develop practical skills; - Improvement of active labour market measures so that they are more productive in terms of employment, more inclusive and more accessible to vulnerable groups; - Improvement of the legislative framework so that VSD is more inclusive and market-oriented; - Improvement of the quality of practical training in the schools and businesses involved; - Promotion of vocational secondary education and non-formal education as opportunities leading to employment; - Design of schemes for increased funding and better allocation to vocational secondary education.
Results	- 699 people employed and 1474 people trained, out of whom 64% are youth, 50% are women, and 12.3% are vulnerable groups (Roma and people with disabilities);

	<ul style="list-style-type: none"> - The “Opportunity Fund”, as a market-oriented and inclusive employment measure piloted by E4E@MK with an employment rate of 41%, was incorporated in the Operational Plan 2020 alongside its pay-per-performance mechanism; - The “Youth Guarantee Scheme” provided access to active labour market measures to 719 NEET youth, out of which 469 used the opportunities and 397 received gainful employment, which was also incorporated in the Operational Plan; - Around 67 employers of different capacities were involved in the improvement of non-formal VSD and formal VET, and 55 market requested VSD offers were supported; - 108 students, 10 VET schools and 12 companies were involved in piloting Summer Practice in VET through Public-Private Partnerships, while 47 Mentors in Companies were trained as a precondition to receiving students for Summer Practice/Work-Based Learning in companies.
Available resources:	https://www.e4e.mk/en/home/?fbclid=IwAR0wCTgsEXyBhrnlc8eJqs pMIWOJmNUHPkc-vd5X-YRHHhbjgkoUVNKC_NY

Type of activity	<i>Employability skills training</i>
	So-Vet - Social entrepreneurship as an alternative for unemployed youth - Foundation Agro-Centre for Education
Label: sub-group// NEET, CSO etc.	Young people with a specific focus on the NEET youth
Activity objectives	<ul style="list-style-type: none"> - Upgrade and enhance Vocational Education and Training in terms of social entrepreneurship; - Provide more effective and efficient courses in social entrepreneurship; - Increase participation and activation of youth in social entrepreneurship; - Decrease the level of dormancy that exists among NEETs and lower the level of unemployment.
Step by step description	<ul style="list-style-type: none"> - Mapping and needs analysis on VET and social entrepreneurship in North Macedonia; - Design of Curricula and Manual for Young Entrepreneurs - knowledge and skills youth are expected to learn, the learning standards or learning objectives they are expected to meet; the units and lessons that teachers teach; the assignments and projects given to students; the books, materials, videos, presentations, and readings used in a course; and the tests, assessments, and other methods used to evaluate student learning; - Pilot programme for young people without formal qualifications and/or work experience; - Development of an e-learning platform course.

Results	<ul style="list-style-type: none"> - An analysis report in each country to determine the existing situation with regards to vocational education and training and the existing courses on social entrepreneurship. - Prepared Curriculum for Young Entrepreneurs that refers to the knowledge and skills youth are expected to learn, the learning standards or learning objectives they are expected to meet; the units and lessons that teachers teach; the assignments and projects given to students; the books, materials, videos, presentations, and readings used in a course; and the tests, assessments, and other methods used to evaluate student learning - Pilot implementation of the Curriculum for Young Entrepreneurs for young people without formal qualifications and/or work experience. - An e-learning platform course was developed for the needs of the project, which unemployed youth can attend online.
Available resources:	https://athena.entre.gr/en/courses/social-entrepreneurship-for-young-unemployed

Type of activity	Skills development
	Start-Up Factory - Legis
Label: sub-group// NEET, CSO etc.	Youth, migrants, and refugees
Activity objectives	Improve opportunities for employment, youth entrepreneurship and career development for young people.
Step by step description	<ul style="list-style-type: none"> - Design and delivery of capacity building training on social entrepreneurship; - Development and implementation of social entrepreneurship initiatives; - Capacity building training for youth workers;
Results	<p>The participants were able to learn how to develop social entrepreneurship projects and reflect on the different steps of this process; to understand how to design social entrepreneurship projects and how to make them relevant for the needs of young migrants and refugees; to gain more knowledge of the background of social entrepreneurship (theory, concepts, steps, philosophy); to develop practical skills in designing and implementing social entrepreneurship projects.</p> <p>This action also raised awareness of problems that young migrants and refugees are experiencing. During the implementation, youth workers were also introduced to the necessary tools used to find innovative ways of tackling social problems concerning young migrants and refugees, as well as to equip youth workers with the skills needed for coping with social problems of young migrants and refugees in their society. The main</p>

	activity was a 7-day course with 23 participants from 8 countries, and it took place in Dojran, North Macedonia.
Available resources:	http://www.legis.mk/news/2755/start-up-factory

Type of activity	Skills development
	MladiHub Digital Youth - National youth council of Macedonia
Label: sub-group// NEET, CSO etc.	Youth in general, specifically NEET youth in North Macedonia
Activity objectives	Provide young people with access to digital and business skills training in exchange for community service.
Step by step description	Provision of courses such as: Ms Office, Data Science, Front-End web developer, Software testing, sales and sales skills, communication skills, project management, Adobe Photoshop, digital marketing etc. Community services, such as: Cooking and distributing meals for socially vulnerable categories, cleaning and afforestation of public space, writing and editing Wikipedia articles in the Macedonian language, making and donating protective masks, providing support to non-profit organisations regarding event logistics, making designs, websites, translations, etc., caring for stray animals, and so on.
Results	Approximately 900 young people had the opportunity to develop their business and digital skills and engage in community service activities; Empowerment of young people on the importance of community service; Strengthened inter-sectorial cooperation among public institutions and civil society organisations.
Available resources:	http://www.nms.org.mk/mladihub-digital-youth/?lang=en

Type of activity	Career guidance and counselling
	Improving the employability skills of vulnerable groups in Prilep
Label: sub-group// NEET, CSO etc.	Youth in general, specifically Roma youth
Activity objectives	Improve the employability competencies among vulnerable groups, with a focus on Roma.
Step by step description	<ul style="list-style-type: none"> - Field meetings with target groups; - Staff training for the application of the ACCEDER methodology; - Initial individual sessions, and assessment of individual employability capacities; - Employment and career guidance and counselling; - Development of the training and mentoring programmes; - Employment opportunities and follow-up on workplace progress.

Results	The main results conclude that the ACCEDER methodology is recognized by vulnerable categories as an opportunity to improve their employability. The knowledge and skills of young Roma (with lower education) are improved, and they are successfully integrated into the labour market. Lastly, a new strategic partnership with the private business sector was introduced which increased employment opportunities for young Roma.
Available resources:	https://www.sega.org.mk/mk/about-us/projects/item/108-enhancing-employability-skills-of-vulnerable-groups-in

Type of activity	Training program
	Centre for Youth Activism KRIK in partnership with Scout Association of Macedonia
Label: sub-group// NEET, CSO etc.	Youth in general, with a special focus on youth with disabilities, which face high unemployment rates.
Activity objectives	<ul style="list-style-type: none"> - Foster social inclusion of children with disabilities and their peers; - Provide space for joint activities of children with disabilities and children with typical development based on non-formal education; - Improve the social skills of children with disabilities for future work possibilities.
Step by step description	<ul style="list-style-type: none"> - Design and delivery of youth training programmes on employability skills; - Organisation of outdoor youth camps;
Results	10 youth programmes were provided for children to improve their employability skills, spend time in inclusive learning environments, and connect with their peers.
Available resources:	http://krik.org.mk/wp-content/uploads/2018/05/Publication-See-You-Watching-Me.pdf

Type of activity	Employability skills training
	Youth Employment Programme “Career High Start”
Label: sub-group// NEET, CSO etc.	Youth in general, and the Roma community aged 15 to 18
Activity objectives	Reducing unemployment by providing opportunities for companies to reach out to young people, provide them with additional knowledge and include them in their workforce;

	Provide young people with support to overcome employment barriers by providing them with skills, experience, and the opportunity to make the first successful step in their careers.
Step by step description	Design and delivery of two employment sub-programmes. Ready for Work – education of people aged 17 to 29 through a direct contact with employers and the simulation of real-life job search situations; We Aim Higher - Mentoring from companies for secondary school students from the Roma community to give them an easier and more effective transition to employment or continuation of education.
Available resources:	http://konekt.org.mk/en/klub-na-odgovorni-biznisi/programi/programa-za-mladinsko-vrabetovanje/

Type of activity	Social enterprise
	Lice v Lice” Street Magazine for Sustainable Development - Association for Research, Communications and Development "Public" Skopje
Label: sub-group// NEET, CSO etc.	Unemployed in general, Roma, People with disabilities, People from rural areas, vulnerable citizens, and recently homeless people and single parents.
Activity objectives	Economic and social empowerment of vulnerable citizens through mentoring and work engagement; Strengthening the community (stakeholders) on important social issues related to sustainable development
Step by step description	<ul style="list-style-type: none"> - Social mentoring for vulnerable citizens; - Individual training and different types of training (for soft skills, motivation, language learning, etc.); - Creative circles for creating campaigns and content for "Lice v Lice," which also includes stakeholders.
Results	<ul style="list-style-type: none"> - Work engagement for 40 plus sellers, 4 employed salespeople (currently 1 is employed in a local organisation and 1 is in a company); - 43 publications (up until January 2021) that raise public awareness of important social issues; - Developed digital platform and new sales models, and inclusion of vulnerable citizens in online sales. - An audience of 500,000 plus people (on social networks and offline) involved and informed in public campaigns on education, social economy, rural and regional development, ecology, and human rights. <p>The project is dependent on a wide range of human resources - social workers, psychologists, mentors, digital marketers, editorial team, sales and marketing, team building partnerships with the business sector and communications specialists. The main</p>

	collaborators on this project are state institutions, CSOS, businesses, donors, and development agencies.
Available resources:	https://licevlice.mk/?fbclid=IwAR2AZ3S8VpaUeGg9UF6kvScCbXmi9dkJu8Oiyo1fHAFi9x5sVQxlDsvDOOY

Good practice examples - MONTENEGRO

Type of activity	Career information and entrepreneurial learning
	Step towards business - Union of Young Entrepreneurs of Montenegro
Label: sub-group// NEET, CSO etc.	Young people (up to 30 years old) who are unemployed and express a desire for self-employment and live in Montenegro.
Activity objectives	Introduce young unemployed people interested in entrepreneurship to financial and non-financial support mechanisms for business start-ups.
Step by step description	<ul style="list-style-type: none"> - Establishment of cooperation with municipalities across Montenegro - schools, faculties, local self-government, organisations dealing with youth, youth clubs; - Organisation of career info days; - Entrepreneurial mentoring programme for interested young people;
Results	<ul style="list-style-type: none"> - Nine career info days were held in nine Montenegrin municipalities (north, central region, south), and attended by 230 young people who got acquainted with the work of the UMPCG, as well as the project itself and its goals. - Financial support provided to mentees for the smooth operation of the mentoring programme. - Seventy young people were part of the mentoring programme; - Five mentees founded a company and became members of the community of young entrepreneurs – Out of the five businesses, one company hired three people during a year of difficulty, using grants and subsidies.
Available resources:	

Type of activity	Career guidance and counselling services
	Career education and youth employment - NGO Our action
Label: sub-group// NEET, CSO etc.	Young people from 15 to 22, from socially endangered layers of society and, most often, from single-parent families.
Activity objectives	Provision of career guidance and counselling services to young people from disadvantaged backgrounds;
Step by step description	<ul style="list-style-type: none"> - Provision of career information; - Professional development workshops on effective CV writing, interview preparation, time management, and personal finance management. - Community and volunteer activities with a focus on skill-building: <i>empathy, independent living, teamwork, creativity, adaptation, critical thinking, problem-solving, quality communication and leadership;</i>

	- Development of personal leadership plans and strategic planning workshops;
Results	Out of a total of 130 young people who annually go through workshops, training, and volunteer activities of the NGO "Our Action", less than 8% have been unemployed since the beginning of the programme and/or have given up on a further career or educational progress.
Available resources:	

Type of activity	Skill development and work experience
	Press to Work - The Association of Youth with Disabilities of Montenegro (AYDM)
Label: sub-group// NEET, CSO etc.	unemployed people with disabilities (PWD)
Activity objectives	Improving employment opportunities for people with disabilities in Montenegro;
Step by step description	<ul style="list-style-type: none"> - Career information “Employment Service” – access to information, connecting with employers, legal advice in labour and employment, consulting and referring to guidelines for exercising and protecting rights in this area; - Training selected PWDs to work in a specific job, acquiring employment skills that include basic and advanced computer training, public relations training, and marketing; - Organise a 5-month employment programme for six PWDs; - Mentorship programme; - Monitoring, evaluation and learning activities within the employment programme;
Results	<ul style="list-style-type: none"> - Reduction of social exclusion of at least six persons with disabilities through participation in employment preparation; - Quality employment opportunity for 6 PWDs over a five-month period; - Creation of at least three new jobs for PWDs; - Informing at least 2000 employers about the importance of PWD employment and raising awareness among families, decision-makers, and the general public of PWD's benefits.
Available resources:	

Type of activity	Educational resources
	Innovation and me - BIOM - Business Improvement Organisation Montenegro
Label: sub-group// NEET, CSO etc.	Young people who want to step into the world of business challenges.
Activity objectives	Improve the availability of quality information and experiences with business opportunities in the 21 st century.

Step by step description	<ul style="list-style-type: none"> - Boost the YouTube channel of the BIOM organisation (recorded in cooperation with the Student Business Center from the University of Donja Gorica) - Prepare and publish educational eMissions related to innovations and innovative activities in Montenegro; - Allow young people better access to resources needed for business opportunities.
Results	BIOM's YouTube channel contains 50 eMissions dedicated to informing young people about the business opportunities of the digital age. This project realised the production of five educational videos in cooperation with the University of Donja Gorica and the Student Business Center organisation.
Available resources:	https://www.youtube.com/watch?v=sCFv18qog-Q

Type of activity	Non-formal learning programme
	Social Impact Award Montenegro - Centre for Economic Prosperity and Freedom - CEPS
Label: sub-group// NEET, CSO etc.	<p>Young people who want to work on solving social challenges/problems in the community:</p> <ol style="list-style-type: none"> 1) Future “creators of change” as employees in the private/public sector where they will be the holders of innovation (education, ecology, rural development, inclusion, reduction of unemployment, etc.); 2) Future entrepreneurs who want to start their own business. <p>The end-users of the project are young people aged 14-30 who are willing to contribute to social change and be a part of social entrepreneurship development in the country and the world.</p>
Activity objectives	Develop youth skills and encourage innovation culture among young people in Montenegro.
Step by step description	<ul style="list-style-type: none"> - Promotional campaign; - Organisation of workshops related to the topics of generating ideas, creating influence, and effective project proposal writing; - Competition for innovative project ideas of young people; - Incubation process – selected applicants are paired with mentors with whom they work over a 2-month period to develop a business model and prepare for the final competition; - Boot camp, i.e. intensive training for selected teams; - Mentoring process with the SIA team; - Community voting (online voting); - Financial and non-financial awards for the most promising ideas and teams
Results	<p>Winning teams receive prizes of 1,500 euros each, funded by Erste Bank, and mentoring advice for further development and implementation of business ideas and participation in the International SIA Summit.</p> <p>Over 40 innovative project ideas were nominated in Montenegro, and ten project teams entered the incubation process.</p>

Available resources:	https://www.facebook.com/socialimpactawardevents/ https://www.facebook.com/socialimpactaward
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Type of activity	Employability skills training
	EmpowerMe - NGO Youth Club Berane
Label: sub-group// NEET, CSO etc.	Young women (17-24) from the north of Montenegro.
Activity objectives	Empower young women (17-25) from six municipalities in the north of Montenegro to recognize their business potential and give them guidance in their further career development.
Step by step description	<ul style="list-style-type: none"> - Creating a blended online educational course for women empowerment; - The course is designed to cover the basic framework of employability skills, entrepreneurship, communication, self-knowledge, project writing and sharing positive examples from practice.
Results	<ul style="list-style-type: none"> - Prepared and implemented 46 online training workshops/webinars for more than 800 young women. - Developed a website for young people containing career information about potential business opportunities. - Established cooperation with the municipalities of Berane, Bijelo Polje, Kolašin, Pljevlja, Plav, Rožaje and Mojkovac, as well as public institutions, the Ministry of Sports and Youth, the Ministry of Education, the Union of High School Students of Montenegro and the Union of Entrepreneurs of Montenegro.
Available resources:	

Type of activity	Skills development
	"Improving ICT and business skills of the Roma population for the labour market" Training and Education Center and Roma Youth Organisation Walk with us – Phiren Amenca
Label: sub-group// NEET, CSO etc.	Young people from the Roma and Egyptian communities in Podgorica.
Activity objectives	Improving the Roma population's skills for the labour market as well as giving them greater competence and competitiveness in the labour market both in the country and in the EU.
Step by step description	Two training programmes through a total of 36 workshops: <ul style="list-style-type: none"> - Organisational skills and organisational management; - Computer skills according to European standards.
Results	Delivered 36 workshops for 9 representatives of the Roma and Egyptian communities. Acquiring certificates – participants took a TEST of skills at a certified test centre - Chikom:
Available resources:	

Good practice examples - SERBIA

Type of activity	Career guidance and counselling
	Strong Young people – Sustainable Social Inclusion and Economic Support for Youth at Risk - SOS – Children’s Villages Serbia, NALED, SAE and Social Care Center
Label: sub-group// NEET, CSO etc.	Youth at risk - youth aged between 16 and 24 from socially and economically vulnerable groups in Belgrade.
Activity objectives	Sustainable improvement of the social and economic position of youth from vulnerable groups in Belgrade.
Step by step description	Comprehensive programme for the economic strengthening of young people from vulnerable families. Career development centre for socio-economic participation with a comprehensive portfolio of career services and psychosocial support, such as: <ul style="list-style-type: none"> - Professional trainings for increasing the employment rate; - Business start-up training; - Internship programmes at civil society organisations; - Available grants for business start-ups; - Language courses; - Computer course; - Driving education for the B category; - Practices or trainings provided by employers; - Computer classroom (9 computers, printer, and scanner); - Space for young people (for their meetings, socializing, creative workshops and similar).
Results	<ul style="list-style-type: none"> - Over 300 youth at risk are active members of the Centre’s services; - Piloting and licensing new offers of support to meet the specific social and economic needs of youth; - Improved employability of youth for socially and economically vulnerable groups; - Encouraging professional development of youth to foster their independence and stimulating youth engagement in the civil society.
Available resources:	https://sos-decijasela.rs/en/our-programmes/program-strong-young-people-social-inclusion-and-economic-sustainability-of-young-people-in-risk/

Type of activity	Traineeship
	Local partnerships for youth employment - education tailored to businesses - Business Development Centre Kragujevac, Polytechnic School, and representatives of key companies in the metal processing sector in Kragujevac

Label: sub-group// NEET, CSO etc.	Young people from vocational schools, young people interested in jobs in the metal processing sector.
Activity objectives	Pilot an innovative model of youth employment and tailor educational profiles to the needs of the labour market.
Step by step description	<ul style="list-style-type: none"> - Establish cooperation between RBC, vocational polytechnic school, and business community in Kragujevac; - Design of three-month paid traineeship programme for young people in selected companies; - Access to mentorship throughout the traineeship programme; - Additional professional development tools; - Development of new educational profiles in the metal processing industry: technician for computer management and technician for computer construction.
Results	<ul style="list-style-type: none"> - 90% of involved young people who completed their traineeship have secured jobs in the selected companies; - Improved educational offer in vocational schools based on the needs of the labour market with the design of new educational profiles.
Available resources:	http://rbcentar.org/sr_RS/nasi-projekti/

Type of activity	Traineeship and public policy change
	Traineeships for youth with disabilities in Belgrade - Youth with Disabilities Forum
Label: sub-group// NEET, CSO etc.	Youth with disabilities ready to enter the labour market;
Activity objectives	Reduce the gap between employers and youth with disabilities in order to improve employment activity of youth with disabilities and facilitate the employment process for both parties.
Step by step description	<p>The core of the issue in the field of employment of persons (including youth) with disabilities is employer prejudice about the employment of this population group, as well as their long-term inactivity in finding jobs. Furthermore, small and medium sized enterprises have additional difficulties in employing them due to insufficient resources and procedures available for support to working with youth with disabilities.</p> <ul style="list-style-type: none"> - Development of inclusive on-boarding procedures; - Capacity building programme for potential employers on inclusive work environments, communication with youth with disabilities, adaptations of the workplace for this target group considering the degree of their disability and readiness for employment, etc. - Preparatory programmes for youth on employers' profiles, corporate culture, workplace; - Pilot of three-month traineeship in selected companies; - Development of Manual for the Application of Inclusive Procedures for National Employment Service Advisers to facilitate the employment of youth with disabilities.

Results	<ul style="list-style-type: none"> - Over 80% of employers confirmed their readiness to hire youth with disabilities, following the completion of the traineeship programme; - 50% of participants were employed after the programme at the companies where they completed their traineeships.
Available resources:	https://fmi.rs/?page_id=2506

Type of activity	Integrated innovative employment and entrepreneurship services
	Multi-sectorial partnership in Leskovac - European Movement in Serbia from Leskovac (EMinS)
Label: sub-group// NEET, CSO etc.	Youth 15-30 from Leskovac
Activity objectives	Test new integrated approach of partnership to provide services for young people in Leskovac.
Step by step description	<ul style="list-style-type: none"> - Design and pilot a system of integrated service (all in one place) for youth entrepreneurship, and another for traineeships; - Assessment of youth capacities and selection of the appropriate programme; - Development of individual business plans; - Psychological support for youth; - Mentorship support provided by business partners in both programmes.
Results	<p>The youth employment model tested in Leskovac showed that the civil sector is incredibly important in promoting inter-sectoral cooperation (public, private, academic, and civil sector).</p> <p>The entrepreneurial programme requires the provision of a package of services for youth to make it sustainable after the programme ends. This means that, in addition to support for youth to develop their business plan, young people also have a need for support in resolving legal and financial obligations in the role of entrepreneurs, psychological support and empowerment, mentor support in doing business, tax relief during the first year of doing business, and greater funds for starting their business.</p> <p>The traineeship programme was proven to be more attractive for young people compared to the entrepreneurship programme, because it is paid, indicating that young people still opt for the safer option. In the case of this model, nearly 20% of participants established their own business (60% of those were women). Two thirds of them assessed that this model “provided them with strong support aside from the required entrepreneurial competences.”³</p>
Available resources:	http://epusles.org/

³ Public_Policy_Testing_Innovative_Approaches_to_Youth_Employment: http://socijalnoukljucivanje.gov.rs/wp-content/uploads/2020/04/Public_Policy_Testing_Innovative_Approaches_to_Youth_Employment.pdf accessed: Febr.22 2020.

Type of activity	Support for young farmers trough mentoring and grants
	Empowerment of young farmers – Foundation Ana and Vlade Divac
Label: sub-group// NEET, CSO etc.	Students at the final school year of agricultural high school in Požega
Activity objectives	Provide support and incentives to young people living in rural areas to develop their businesses in farming and food production.
Step by step description	<ul style="list-style-type: none"> - Comprehensive educational programme for young high school students with the potential to develop a business related to farming and food production; - Technical and mentor support to develop individual business plans; - Development of business ideas; - Financial support to selected business ideas for further development of family households - average value of the grant is EUR 1.500 and it is tailor made for each beneficiary - Monitoring visits and additional advisory services are planned for all project beneficiaries who will receive the grant;
Results	In previous years, over 250 young farmers were included into the project and 69 of them received grants in the total value of over 10.000.000 RSD
Available resources:	https://www.divac.com/Economic-Empowerment-and-Promoting-Employment/2710/EMPOWERING-YOUNG-FARMERS.shtml

Type of activity	Social Enterprise
	The StreetUp Coffeeshouse – Centre for Youth Integration
Label: sub-group// NEET, CSO etc.	Roma youth and children who live or work on the street - former beneficiaries of the Drop in Shelter, aged 16 to 19, who left school due to inconsistent support and who are unable to find employment.
Activity objectives	Provide access to the labour market for disadvantaged youth; Create decent job prospects and reliable paths for young Roma.
Step by step description	<p>CAFE BAR 16 is a social enterprise initiated by the Centre for Youth Integration to expand the support provided to children who live and/or work on the street.</p> <p>The model applies innovative practices and combines the services of the Centre for Youth Integration:</p> <ul style="list-style-type: none"> - Field visits and mapping of youth at risk - Psycho-social support to the beneficiaries; - Integrated support and outreach to other institutional mechanisms and support in the process; - Employment programme – training programme, followed by a traineeship and formal access to the labour market through integration in the Café bar 16.

	Café Bar 16 is designed to provide social inclusion for young people at risk, enable them to interact with most of the population and, through the employment, create opportunities for decent life.
Results	More than 30 street involved youth were supported through the Employment support programme. Since then they have improved their knowledge and skills and have gained their first, formal job in Café bar 16 and other partner bars and restaurants.
Available resources:	https://cim.org.rs/en/programmes/

Type of activity	Internship
	Deli Internship - Deli - Space for Creative Activity
Label: sub-group// NEET, CSO etc.	Students at their final years of study; high school students in between school years.
Activity objectives	Provide first time employment opportunities to young people still entailed in the formal education system.
Step by step description	The internship programme entails a paid three-month work experience in the Deli space. Each intern has an assigned mentor, one of the Deli tenants – entrepreneurs who occupy the space and develop their business initiatives.
Results	<ul style="list-style-type: none"> - 24 young people took part in the Deli internship programme; - 17 out of 24 found employment following the end of their internship. Deli - Space for Creative Activity has been rated as a creative centre not just for the city of Nis, but also for the entire south of Serbia. In the past three years more than 40 entrepreneurs went through the Deli space and 12 of them registered their companies.
Available resources:	https://deli.rs/

Type of activity	Integrated services for NEET
	Local Community hub - Belgrade Centre for Human Rights
Label: sub-group// NEET, CSO etc.	Various sub-groups of NEETs in local communities in Serbia
Activity objectives	Improve the possibilities for NEET employability
Step by step description	Underpinned by the principles of community involvement and inter-sector partnerships, these hubs provide an alternative approach to service delivery regarding employment of NEET . A community Hub represents a focal point and facility which fosters greater local community activity and brings residents, the local business community, public institutions and CSOs together, with the mutual goal of improving the possibilities for NEET employability. Hubs are to be hosted by local self-governments which provide adequate facilities and thus secure funds for running costs of the hub. Operationally, Hubs are managed by Hub coordinators, appointed by each organisation, and additionally prepared through the provided

	<p>training course. The centre for social work has a role in joint outreach activities towards youth NEET.</p> <p>Moreover, one of the services provided by youth workers in the hub focuses on informing NEET groups about support given by this institution.</p> <p>Local branches of the National Employment Office are directly involved in the creation of hub programmes, providing some of their services in the hub itself to make them more accessible for NEET youth.</p> <p>Services in the hub will be hosted by the appointed youth worker and other external actors – institutions, employers, and small business companies. Examples of services provided:</p> <ul style="list-style-type: none"> - Morning coffee with a local employer – presentation of local businesses and available job positions; - Practical trainings by local business owners on specific areas of business – setting up a business, bookkeeping, finances, advertisement, business administration, building relationships with customers; - Mentoring service in support of the realisation of entrepreneurial ideas coming from NEET groups; - Local National Employment offices services – career guidance, CV writing, simulations of job interviews, writing a business plan, promoting supporting programmes and measures for starting a business; - Local CSO services aiming to raise employability by improving soft skills needed for employment; - Support programmes offered by the Serbian Development Agency, focused on starting up businesses, the implementation of business plans and financial support for small businesses; - Offering specific courses per demand, nurturing entrepreneurial endeavours; - Information activities done by the Hub coordinator, according to the services provided for NEET by local institutions.
Available resources:	https://neetmladi.info/

Type of activity	Career counselling and information system
	BOS Karijera – Belgrade Open School
Label: sub-group// NEET, CSO etc.	High school students; Young people starting the third level of education; First time entrants to the labour market.
Activity objectives	BOS Karijera is an interactive online service for career planning. It is the first national online system for the career development of young unemployed people, and it includes online career counselling.

Step by step description	<p>The online system is designed to respond to the needs of different sub-groups of youth across Serbia, and it offers the following information and services:</p> <ul style="list-style-type: none"> - Self-assessment tests; - Database of occupations; - Database of educational institutions matched with the corresponding occupations; - Career counselling services; - New occupations; - Job and internship bulletin board; - FAQ section for career counselling.
Results	<p>BOS Karijera has close to 50,000 registered members. In 2020, BOS Karijera has generated more than 845,170 page views, with 434.876 unique page views, and provided 263 individual counselling sessions.</p>
Available resources:	www.karijera.bos.rs

Type of activity	One stop shop platform
	One stop shop Web4jobs – Belgrade Open School
Label: sub-group// NEET, CSO etc.	Young people 15-30 from the Western Balkans; Recruiters; CSOs.
Activity objectives	<p>The Web4jobs platform serves as a one stop shop platform designed to offer young people from the WB the opportunity to connect across borders and explore mobility across the region when it comes to employment, training, and education.</p> <p>The aim of the platform is to raise the level of knowledge on national labour markets, as well as improve the preconditions for entering the labour market successfully. Furthermore, the platform has systematized various national e-services in one place, giving the youth better access to quality information on careers and thus facilitating their transition into the labour market. The platform serves as a regional online staffing platform and facilitates outsourcing and virtual work in the entire WB region.</p>
Step by step description	<p>The WEB4JOBS platform targets both young individuals (15-30) from the WB and interested employers and recruiters. The platform is systematized in the following manner:</p> <ul style="list-style-type: none"> - Training opportunities - Education opportunities - Job search skills - Career guidance <p>Opportunities are disaggregated by target groups:</p> <ul style="list-style-type: none"> - Job seekers - Recruiters

	<p>- Freelancers</p> <p>Services are offered on the regional level as well as on national levels, which includes Albania, Bosnia and Herzegovina, Kosovo*, Montenegro, North Macedonia, and Serbia.</p>
Available resources:	<p>http://web4jobs.info/cms/index.php</p>