



Establishing a Partnership to Set up a Youth Guarantee Scheme in Veneto

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External Evaluation Final Report

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Establishing a partnership to set up a Youth Guarantee Scheme in Veneto – YGV VP/2012/012/0175

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1. Evaluation Design

1.1. Aims of evaluation activities

The external evaluation final report aims at reflecting on achievements emerging at the end of YGV Project, in order to allow the Steering Group and all the stakeholders to better understand the results achieved. This report has to be read in a complementary way with the *administrative* one, providing data concerning the State of the Art of the activities. External evaluation focuses on:

- reasons and constraints explaining the final results of the working packages, compared to expected results and considering the overall evolution of activities;
- perceived quality and limits of processes and products elaborated by the partnership;
- strong and weakness points of the final phase of the project, as well as opportunities and threats that should be addressed by partners to achieve the expected results at the end of the project;
- some final remarks concerning the development of the activities.

The main purpose of YGV Project addresses to establish a partnership to set up a Youth Guarantee Scheme in Veneto:

In particular, main objectives of YGV Project are:

- To test innovative interventions providing information, guidance and skills in favour of NEET youngsters in Veneto Region.
- To develop a regional network , centred on Veneto NEET policy
- To improve the level of cooperation among different social actors, in order to face youngsters needs in an integrated way.

Evaluation will played a crucial role to enable partners to meet deadlines and achieve expected goals:

- to provide high quality outputs;

- to foster the involvement of identified beneficiaries from target groups;
- to monitor resource management related to work plan and agreed funds allocated.

To ensure adequate monitoring and evaluation of all activities, the external evaluation assumed a general framework, based on a dual approach: “accountability” and “learning”.

The *accountability approach* aims to ensure the management of all different project activities, so as to be able to activate any improvements needed as soon as possible, facilitating adjustment of on-going activities, ensuring consistency between project objectives and their actual implementation.

The *learning approach* encourages participation and full reflective involvement of the various actors, and the final beneficiaries as well. In particular, it aims to encourage a re-reading of the participatory process of the project, highlighting not only the output but also the context and organizational factors that affected the implementation, its strengths and weaknesses and the elements that might constitute basis for the transfer of the scheme to the whole Veneto context. This required effective involvement - from the earliest planning stages - of the partners involved in the project and then the beneficiaries themselves. At the methodological level, this model requires the combined use of both quantitative and qualitative methods and tools. By means of quantitative tools (i.e. questionnaires, survey forms,...) evaluator collected comparable data, especially related to achievements, while through qualitative methods (such as focus groups) and tried to reconstruct and interpret which meanings the different partners, stakeholders and beneficiaries award to the actions taken, the difficulties encountered, the solution strategies implemented and the successful elements.

From a functional point of view, the evaluation system aimed to *integrate the objectives of both internal and external evaluation*.

As regards monitoring and internal evaluation, first the progress of the project at a general level and at the level of each WP are intended to be observed and quantified, so as to:

- capture the *changes* made with respect to the implementation plan in terms of activities, products, timetable, allocations of tasks and responsibilities;
- identify and anticipate *potential problems* to be tackled, and when necessary, appropriate corrective actions;
- measure the *degree of satisfaction of the participants*;
- measure the *degree of achievement of expected results*;
- *support mainstreaming activities*.

In terms of indicators, external evaluation focused in particular on the following dimensions:

- *attainment* (it measures the degree of action implementation and the participation rate);
- *effectiveness* (it compares results against objectives, it evaluates the actions' effects. It is therefore focused on the process objectives);
- *acceptability* (it verifies if the project, and the process followed are likely to develop - among the young beneficiaries- sharing of the project goals, such as the willingness to learn and to integrate themselves into the society).

The mentioned goals of the project have been evaluated on the basis of criteria applied both to the process and to the products (deliverables) released by the project, according to the activities defined in the Project. Monitoring and evaluation activities has to be considered as a component of the Quality Assurance system of the Project, inspired at the well known PDCA (*Plan, Do, Check, Act....*) circle. WPs activities will include:

- *monitoring and analysis of the Project management*, in order to verify the respect of the timetable, the effectiveness and efficiency of the partnership and to foster adaptations and continuous improvement of the process;
- *analysis and evaluation of the deliverables released by the Project*, to verify the achievement of the expected results (adaptability of the Model, usability of procedures and tools, involvement of the stakeholders, coherence of the Model with respect to the European mainstream policies in the field of VET).

In this framework we can highlight the importance of some actual questions, that have represented a sort of “*fil rouge*” of the evaluation, considering:

- the achievement of the original / redefined goals (deliverables, timing, etc.), monitored step by step according to the descriptors and data collection modalities;
- the perceived quality of the results, monitored and evaluated on the light of the satisfaction of the partners, stakeholders and final users (involved in the testing phases);
- the effectiveness and actual implementation of the bottom-up approach (participation of the different actors to the elaboration of the products, including the evaluation of the involvement of the final users, through the assessment of their needs and reactions).

More precisely, monitoring and evaluation were based on data and information collected through the monitoring activities and questioning the partners through *ad hoc* focus groups and evaluative sessions (partially at distance, otherwise during the transnational meetings). Data have been interpreted on the light of the following criteria:

- coherence of the results with respect to the original or redefined aims and specific goals of the Project, including the respect of the timetable and of the methodological approach;
- pertinence of the deliverables, with reference to the above mentioned aims, to the contexts of application and to the different typologies of final users needs (usability, added value provided by the tools, etc.)
- sustainability of the results, considering opportunities and threats related to their implementation during and at the end of the Project (costs, coaching needs, stakeholders to involve....)

The simultaneous presence of indicators witnessing the consist, pertinence and sustainability of results and deliverables contributed to define the effectiveness and efficiency of the Project.

1.2. Methodologies, actors and sources of the evaluation

The evaluation function provided the Project, and particularly the Piloting Group. As a component of the Quality Assurance system of the Project, the evaluators have been supported by quantitative and monitoring data and information collected by the Project coordinator or by themselves. The evaluator provided the coordinator and the partners with proposals concerning Key Performance Indicators to be monitored, and with forms and grids facilitating data collection and the elaboration of the reports.

The evaluator provided the partners with interviews formats and questionnaires to be used in order to verify satisfaction of the participants to the different activities (meetings, seminars), and particularly to assess users satisfaction. Focus groups also have been organised and animated.

Monitoring and evaluation have been carried out on the basis of data concerning project management, as well as on opinions and feed-backs of all the actors involved in the Project.

In particular, in addition to project partners, have been involved:

- people responsible for training and/or human resources at companies (HR Departments, tutors, etc.);
- participants and users;
- other stakeholders and actors involved in the valorisation.

The evaluation proceeded looking for an integration with the works of the Piloting Group. The evaluation has been strongly integrated to the refining and testing of the Model and tools, providing these functions with feed-backs, proposals, suggestions and remarks from the network.

Final evaluation has been realised on the basis of several sources:

- *logs, discussions and documents* concerning characteristics, contents and elaboration procedures of the deliverables;
- results of a *survey addressed to heads and managers of each partner organization*, aiming at collecting direct information on the perceived quality about some cross-cutting dimensions of the project (development of innovation, transnational cooperation, valorisation, project management);

- result a *focus group session addressed to heads and managers of each partner organization*, aiming at collecting opinions and remarks in relation to each work package results;
- results of a survey *addressed to users of the interventions and tools undertaken*, aiming at measure their grade of satisfaction in relation to activities which have been involved in.

The project achievements have been evaluated on the basis of criteria applied to both processes and products released by the project. Monitoring and evaluation activities were considered as a component of the quality assurance system of the project, inspired at the PDCA circle (*Plan, Do, Check, Act*). Work packages activities included:

- *monitoring and analysis of the project management*, in order to verify the respect of the timetable, the effectiveness and efficiency of the partnership (both at national and transnational level) and to foster adaptations and continuous improvement of the process;
- *analysis and evaluation of the deliverables released by the project*, to verify the achievement of the expected results: adaptability of the model, usability of procedures and tools, involvement of the stakeholders, coherence of the model in relation to European and national mainstream policies in the field of transparency and recognition of qualifications.

In this context we can highlight the importance of some cross-cutting issues, that represent a *fil rouge* for the evaluation. These issues include:

- the achievement of the original / redefined goals (deliverables, timing, etc.), monitored step by step, according to the descriptors and data collection modalities;
- the perceived quality of the results, monitored and evaluated in the light of the satisfaction of the partners, stakeholders and final users involved in the testing phases;
- the effectiveness and actual implementation of the bottom-up approach via participation of different actors in the elaboration of the products.

2. The Project Achievements

2.1. State of the art at the end of YGV Project

According to available evidence, **the project can be considered in line with scheduled goals and deliverables. Results are consistent with expected outputs.**

2.1.1. Overview of results

On the whole, each work package is to be defined as successful, both in terms of products and services developed, and with regard to their quality level (please, refer to Chapters 3 and 4 of this report to examine the perceived quality of actions as evaluated by partner and by participants in the project).

The only relevant deviation of the deliverables, in comparison to expected results, refers to the number of meetings of the Tavolo NEET (WP 1). Project partners, during the course of activities, decided to limit the number of meetings, making decision for involving this body in two specific phases of intervention, given also the short actions period (one year). Therefore the Table was hold at the beginning of the project, in order to define in detail the strategic lines to be taken and to build up and enforce the network underpinning the implementation of policies. The Table was convened then at the end of intervention, having access to all input and information collected during the project, to examine in depth the results achieved, also in view of the tune-up of the policies to addressed to NEETs in Veneto.

2.1.2. Deliverables achieved and expected results

More specifically, we will provide below a schematic examination of main deliverables of the project, paying close attention to the outputs that has been achieved, to their ability to match expected results (Figg. 1, 2, 3, 4 and 5).

Fig. 1 – State of the art. WP1. Reinforcement of the network

Expected results	Achieved results
<ul style="list-style-type: none"> Report on best practices at European level related to policies and tools for NEETs 6 meetings of the Tavolo NEET (large partnership with regional and provincial main actors). The Tavolo has to define an Agreement to set up a permanent Tavolo NEET. Training (4h+4h) of 25 operators within the project network (regional and local authorities, public and private employment services, training providers, schools, universities, guidance services, social partners) 	<ul style="list-style-type: none"> Report on best practices related to policies and tools for NEETs on the basis of a comparative analysis on remarkable policies promoted by European countries. 2 meeting of the Tavolo NEET in Treviso (02/03/2014 and 04/12/2014) Participants A: project partners, School Local Authorities, Legacoop Treviso, Commissione Provinciale Lavoro, Confcooperative Treviso. Participants B: project partners, School Local Authorities, Leroy Merlin Firm, Commissione Provinciale Lavoro, Confcooperative. Training (4h+4h) of 10 operators within the project network (see attendance sheets)

Fig. 2 - State of the art. WP2. Getting in touch with the NEETs

Expected results	Achieved results
<ul style="list-style-type: none"> Information measures On-line tools for self-diagnosis and a Blog run by students 2 events with relevant testimonials Communication Plan, logo, 1000 posters, 2000 leaflets, 10 videos, 1000 copies of Recommendation <i>in English</i> 	<ul style="list-style-type: none"> Website: about 563 applications to the project Facebook Community 834 members Twitter 30 followers Youtube site "<i>Personal Life profile</i>" tool, released on March 2014 2 events: on March 14th (135 pax); on May 14th (32 pax) Communication Plan, logo, claim 10 videos Postcards for the first event, leaflets, posters Recommendations (guidelines for operators and suggestions for policy makers) <i>in English</i>

Fig. 3 - State of the art. WP3 .Giving answers towards the Labour market

Expected results	Achieved results
<ul style="list-style-type: none"> • 25 Work Experiences 4months length (only for over-18 aged) • 30 visits 4h length: <ul style="list-style-type: none"> • 10 visits to the schools (for under-18 aged) • 20 visits to the firms (for over-18 aged) • 12 internships 2 weeks length (for under-18 aged) • 1 Lab for 5 over-18 aged 	<ul style="list-style-type: none"> • Work Experiences as expected • Visits to the schools as expected • 10 Visits to the firms (for over-18 aged) • Internships as expected • Entrepreneurial Laboratory as expected

Fig. 4 - State of the art. WP4. Evaluation

Expected results	Achieved results
<ul style="list-style-type: none"> • External Evaluation Plan • On-going evaluation and Interim Evaluation Report to support partners in implementing the project • Final Evaluation Report to support partners in evaluating the achievements of the project at its conclusion • Recommendations 	<ul style="list-style-type: none"> • External Evaluation Plan released • On-going evaluation carried out and Interim Evaluation Report released • Final Evaluation Report released • Recommendations released

Fig. 5 - State of the art. WP5. Project management

Expected results	Achieved results
<ul style="list-style-type: none"> • Project management • External communication • Dissemination, including Final conference 	<ul style="list-style-type: none"> • Project management activities • External communication • Dissemination, including Final conference on 18. December 2014 (64 participants)

3. The Project Evaluated by Partners

We will report in this chapter the main findings of a survey and a focus group addressing the partners. Specifically:

- a *survey addressed to heads and managers of each partner organization*, aiming at collecting direct information on the perceived quality about some cross-cutting dimensions and processes of the project (development of innovation, transnational cooperation, valorisation, project management);
- a *focus group session addressed to heads and managers of each partner organization*, aiming at collecting opinions and remarks in relation to each work package, namely both its products and processes, on the basis of a final *SWOT Analysis* (Strengths and Weaknesses), complemented by some further aspects, concerning Lessons learned, Remarks and suggestions;

The findings coming from up the two evaluation activities are presented below in a descriptive way, following the contents of the survey. Figures below - except from Fig. 1 - show a comparison between evaluations expressed by partners during the time, specifically in November 2013, in June 2013 and in December 2014.

3.1. Perceived quality and cross-cutting aspects of the project

3.1.1. Overview of results

In general, data processed in December 2014 testify to a good level of perceived quality declared by partners in all sectors of analysis. In all cases, values recorded in December 2014 are significantly higher, in comparison to those measured at the beginning of project, in November 2013.

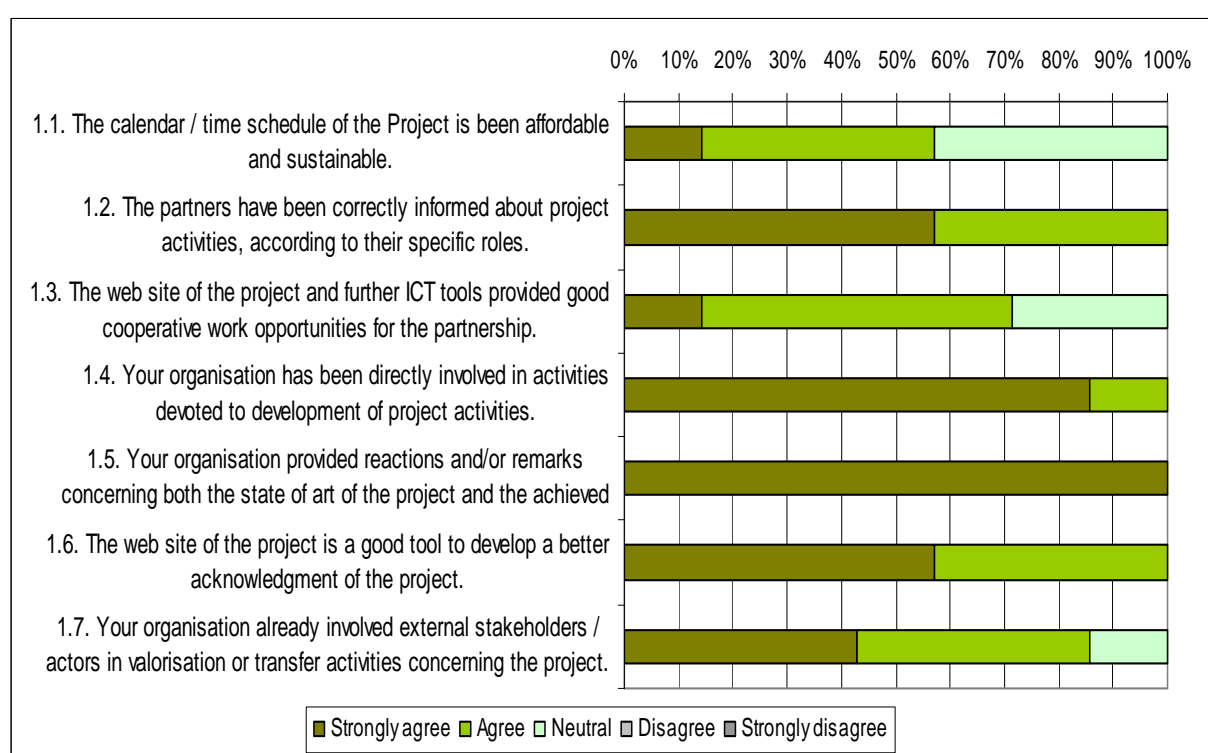
Evaluations expressed at the end of the project describe a picture in which, the level of satisfaction shown by partners, for almost all items, is “good” or “excellent” in the opinion of at least 50% of respondents. More specifically, the average share of respondents who express a “good” or “excellent” grade of satisfaction across all items is 73,1%. Finally, it is to note that negative opinions (bad or poor), except for a single item, have never been expressed by respondents in December 2014.

3.1.2. Process and partnership

Main results

Concerning process and partnership (Fig. 6), it emerges **a good evaluation**. General results are positive, in particular ***the involvement of the partners in the development of the project and the capability of partner organizations to provided reactions and/or remarks concerning both the state of art of the project and the achieved deliverables.***

Fig. 6 – Survey to partners. Process and partnership



Source: Results of survey addressed to heads and managers of each partner organization

More specifically

- The *calendar / time schedule* are considered affordable and sustainable (Strongly agree + Agree: 57,1%);
- *the partners have been correctly informed about project activities, according to their specific roles* (Strongly agree + Agree: 100,0%);
- *the web site of the project and further ICT tools provided good cooperative work opportunities for the partnership* (Strongly agree + Agree: 71,4%);

- *organisations have been directly involved in activities devoted to development of project activities* (Strongly agree + Agree: 100,0%);
- *organisations provided reactions and/or remarks concerning both the state of art of the project and the achieved deliverables* (Strongly agree + Agree: 100,0%);
- *the web site of the project is a good tool to develop a better acknowledgment of the project* (Strongly agree + Agree: 100,0%);
- *organisations already involved external stakeholders / actors in valorisation or transfer activities concerning the project* (Strongly agree + Agree: 85,7%).

Further remarks

Partners underlined that a one-year project provides too short time for a suited development of expected activities. In addition, an accumulated delay in the early phases caused a postponed start of actions and, in part, some changes in planning.

Moreover, a partial overlapping between this project and the launch of regional programming of Garanzia Giovani caused a significant change in WP1 and in the expected results of that WP. That problem has been solved, by counting on the network of actors participating in the project.

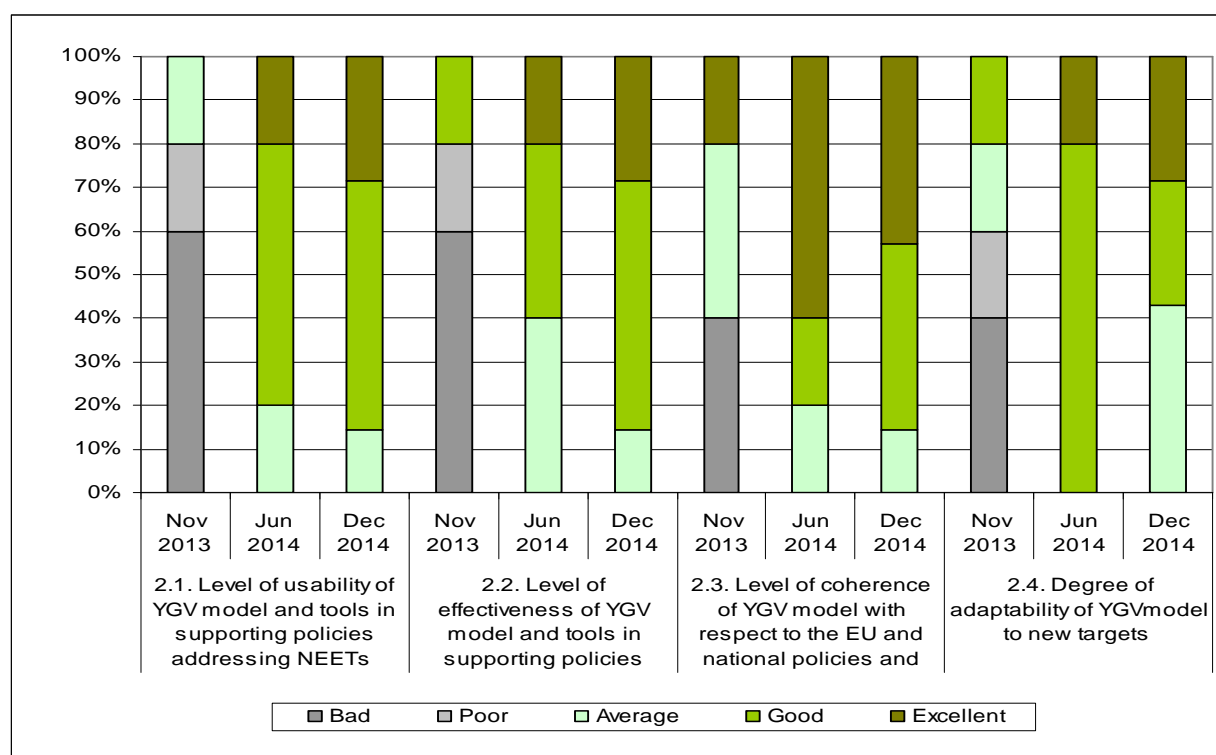
In any case, partners argued that the project was able to facing all the expected objectives in the initial design of actions. The high level of complexity of actions required a strict cooperation among partners, who responded in a positively and on-time. The most challenging aspect concerned the involvement of stakeholders, given also the overlap of the project development with regional programming of Garanzia Giovani, and consequently this fact limited the possibility of a full involvement of social partners.

3.1.3. Level of innovation of YGV model

Main results

As for level of innovation of YGV project (Fig. 7), it emerges ***an increasingly good evaluation between November 2013, June 2014 and December 2014***. At the end of the activities, partners show to appreciate the level of effectiveness and the level of coherence of the model, in relation to EU policy.

Fig. 7 – Survey to partners. Level of innovation expressed by YGV model



Source: Results of survey addressed to heads and managers of each partner organization

More specifically

All results – except for degree of adaptability of the model - are increasingly positive concerning:

- *Level of usability of YGV model and tools in supporting policies addressing NEETs* (Excellent + Good: Nov. 2013: 0,0%; Dec. 2014: 85,7%);
- *Level of effectiveness of YGV model and tools in supporting policies addressing NEETs* (Excellent + Good: Nov. 2013: 20,0%; Dec. 2014: 85,7%);
- *Level of coherence of YGV model with respect to the EU and national policies and tools addressing NEETs* (Excellent + Good: Nov. 2013: 20,0%; Dec. 2014: 85,7%);
- *Degree of adaptability of YGV model to new targets* (Excellent + Good: Nov. 2013: 20,0%; Dec. 2014: 57,1%).

Further remarks

Partners pointed out that the model they designed and tested demonstrated an high degree of innovation, in particular in the following respects. First of all, the specific characteristics of

target group of beneficiaries, who usually stay outside the institutional services. Moreover, the approach adopted, based of a multi-level and multi-actor network has to be emphasised. One should also pay attention to the integration of social media in the communication strategy, that represent a remarkable innovation if compared to the usual channel used by public sector.

In light of these remarks, a lot depends on the conditions both policy makers and social parties will able to guarantee, in order to involve extensively the firms and companies in the development of Garanzia Giovani.

3.1.4. Grade of partnership cooperation

Main results

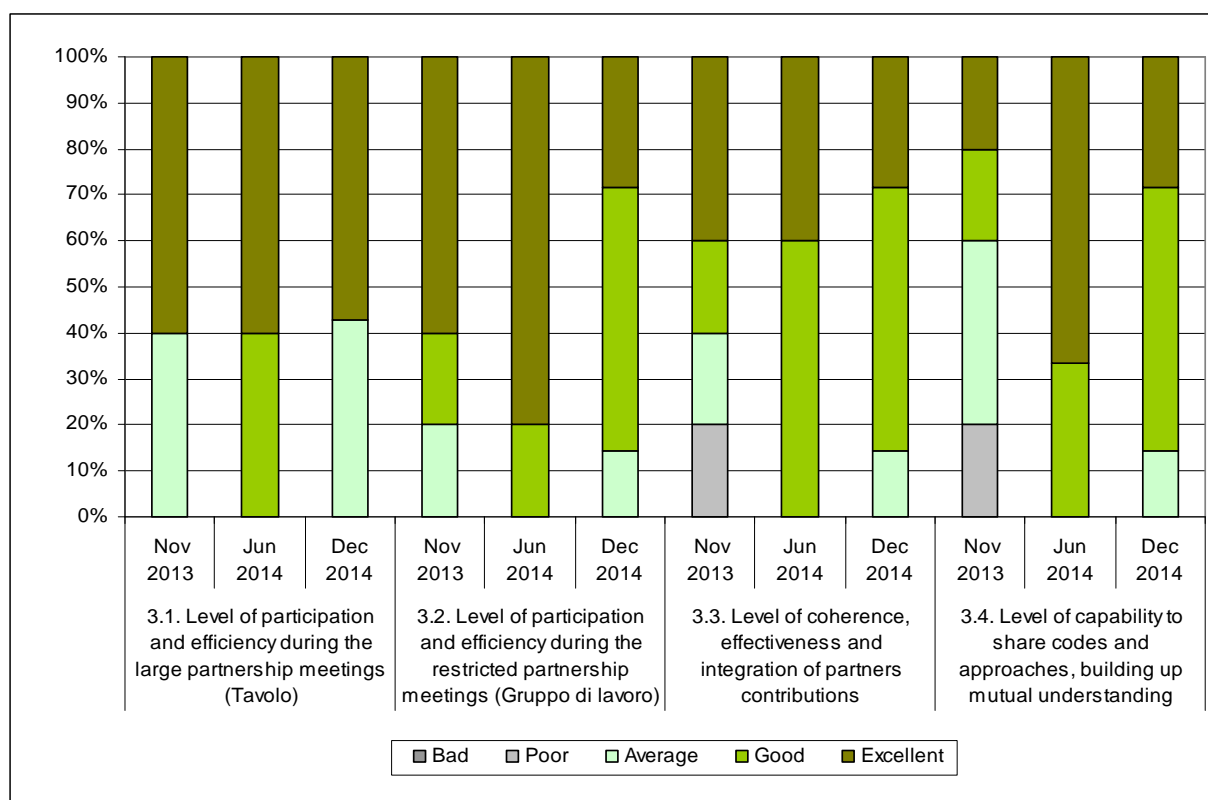
As for transnational cooperation (Fig. 8), it emerges ***a good evaluation, particularly about activities carried out by Gruppo di lavoro (Steering Group), partners contribution and mutual understanding.***

More specifically

Almost all results currently are increasingly positive compared with November 2013:

- *Level of participation and efficiency during the large partnership meetings (Tavolo)* (Excellent + Good: Nov. 2013: 60,0%; Dec. 2014: 57,1%);
- *Level of participation and efficiency during the restricted partnership meetings (Gruppo di lavoro)* (Excellent + Good: Nov. 2013: 80,0%; Dec. 2014: 85,7%);
- *Level of coherence, effectiveness and integration of partners contributions* (Excellent + Good: Nov. 2013: 60,0%; Dec. 2014: 85,7%);
- *Level of capability to share codes and approaches, building up mutual understanding* (Excellent + Good: Nov. 2013: 40,0%; Dec. 2014: 85,7%).

Fig. 8 – Survey to partners. Grade of partnership cooperation



Source: Results of survey addressed to heads and managers of each partner organization

Further remarks

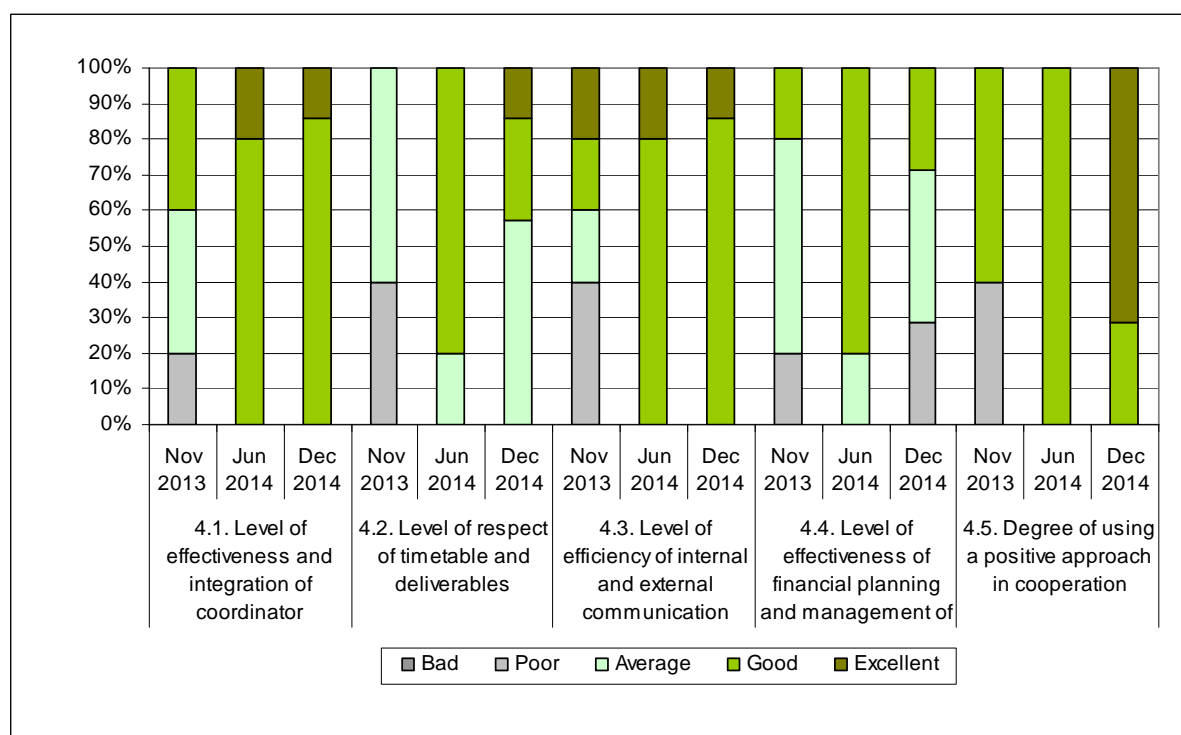
All partners empathised an excellent relation among them, characterized by unity of purpose and willingness to listen all suggestion and observations. Furthermore, the network demonstrated an high level of decision making, by taking into account the pragmatism needed to face with such a beneficiaries specific characteristics.

3.1.5. Project management

Main results

As for process and partnership (Fig. 9), it emerges **a good evaluation**. General results are positive, in particular ***in relation to capabilities expressed by coordinator, effectiveness of communication, approach in coordination***.

Fig. 9 – Survey to partners. Project management



Source: Results of survey addressed to heads and managers of each partner organization

More specifically

A lot of results are increasingly positive, concerning:

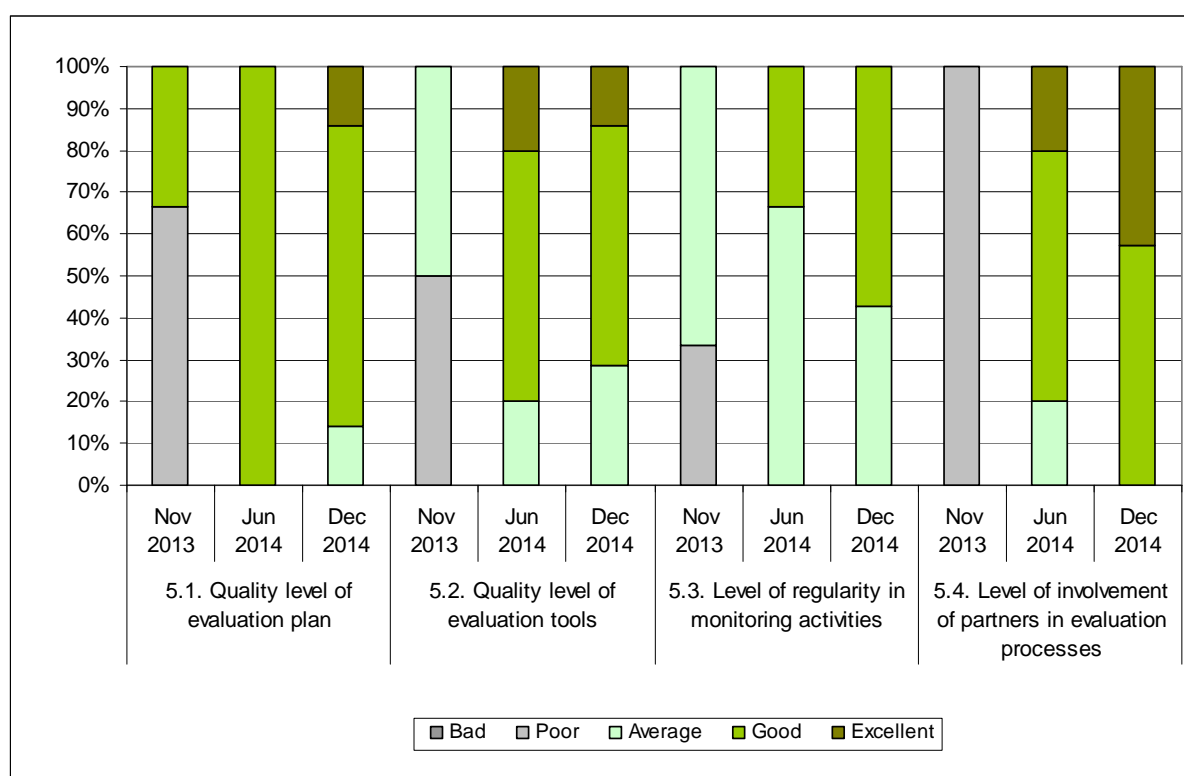
- *Level of effectiveness and integration of coordinator* (Excellent + Good: Nov. 2013: 40,0%; Dec. 2014: 100,0%);
- *Level of respect of timetable and deliverables* (Excellent + Good: Nov. 2013: 0,0%; Dec. 2014: 42,9%);
- *Level of efficiency of internal and external communication* (Excellent + Good: Nov. 2013: 40,0%; Dec. 2014: 100,0%);
- *Level of effectiveness of financial planning and management of the project* (Excellent + Good: Nov. 2013: 20,0%; Dec. 2014: 28,6%);
- *Degree of using a positive approach in cooperation* (Excellent + Good: Nov. 2013: 60,0%; Dec. 2014: 100,0%).

3.1.6. Evaluation (external)

Main results

As for external evaluation (Fig. 10), it emerges it emerges ***an increasingly good evaluation between November 2013 and December 2014***. Partners seem to appreciate, in particular, ***the level of involvement of partners in evaluation processes***.

Fig. 10 – Survey to partners. Evaluation (external)



Source: Results of survey addressed to heads and managers of each partner organization

More specifically

All results are increasingly positive concerning:

- **Quality level of evaluation plan** (Excellent + Good: Nov. 2013: 33,3%; Dec. 2014: 85,7%);
- **Quality level of dissemination tools** (Excellent + Good: Nov. 2013: 0,0%; Dec. 2014: 71,4%);

- **Level of regularity in monitoring activities** (Excellent + Good: Nov. 2013: 0,0%; Dec. 2014: 57,1%);
- **Level of involvement of partners in evaluation processes** (Excellent + Good: Nov. 2013: 0,0%; Dec. 2014: 100%).

Further remarks

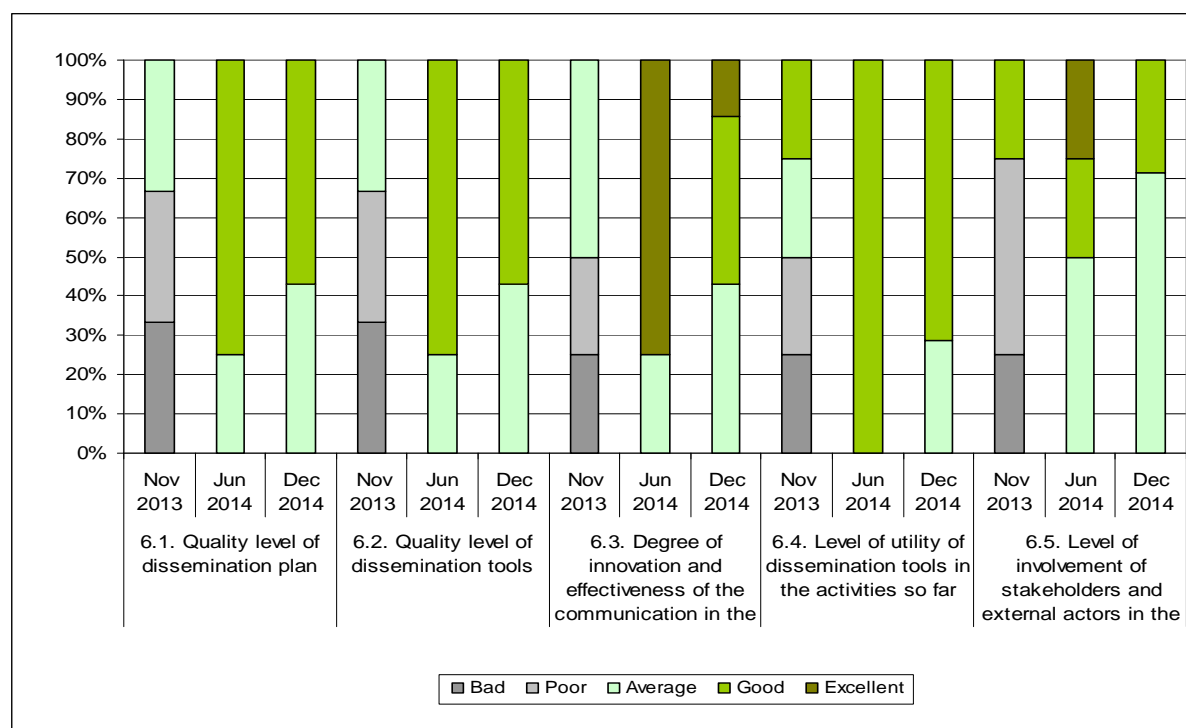
According to partners remarks, even though the evaluation process started a bit late, after the evaluator was selected, this WP was launched quickly. The external evaluation provided relevant and remarkable suggestion for project improvements, both during the project and in the final phase.

3.1.7. Valorisation

Main results

Concerning valorisation of the project (Fig. 11), it emerges ***a quite good evaluation referred to the level of innovation and effectiveness of the valorisation Plan.***

Fig. 11 – Survey to partners. Valorisation



Source: Results of survey addressed to heads and managers of each partner organization

More specifically

Comparing November 2013 and December 2014, all results are increasingly positive concerning:

- ***Quality level of dissemination plan*** (Excellent + Good: Nov. 2013: 9,0%; Dec. 2014: 57,1%);
- ***Quality level of dissemination tools*** (Excellent + Good: Nov. 2013: 0,0%; Dec. 2014: 80,0%);
- ***Degree of innovation and effectiveness of the communication in the activities so far*** (Excellent + Good: Nov. 2013: 9,0%; Dec. 2014: 57,1%);
- ***Level of utility of dissemination tools in the activities so far*** (Excellent + Good: Nov. 2013: 25,0%; Dec. 2014: 71,4%);
- ***Level of involvement of stakeholders and external actors in the activities so far*** (Excellent + Good: Nov. 2013: 25,0%; Dec. 2014: 28,6%).

Further remarks

The project activated a good cooperation among partners and was successful in involving a significant part of local stakeholders. The limited time available and the launch of Garanzia Giovani at national level didn't allow to implement a valorisation planning at regional level as structured as partners were determined to do.

3.2. SWOT Analysis on work packages results and processes

In addition to the survey, addressed to heads and managers of each partner organization, aiming at collecting direct information on the perceived quality about some cross-cutting dimensions of the project, we planned to undertake a further evaluation activity based on a focus group session, addressed to managers and operators of each partner organization, aiming at collecting opinions and remarks in relation to each work package.

The focus group session was held at the end of the activities, in December 2014. Participants were asked to express their point of view on four main aspects connected to each expected work package of the project, respectively: strengths, weaknesses, lessons learned and remarks / suggestions.

3.2.1. Overview of results

The overall result of the session is to be considered positive, as a lot of different features and aspects have been taken into consideration. More generally, findings emerging from the focus group provide material for partners and stakeholders, as well as relevant indications for further activities to be planned in the future by the network of partners. The main findings emerging from the focus group are listed below, grouped by work package and by specific aspect. ***Given that a previous focus group had been held at the end of the first semester of the activities development, we decided to compare the results of the two sessions, emphasizing what was confirmed, modified and integrated between them.***

3.2.2. Results for WP 1 - Reinforcement of the network

Main findings

If we take into account the WP1 (Fig. 12), partners confirmed almost all comments and considerations previously expressed in the focus group held at the end of first semester of activity. Their general evaluation of the actions undertaken was very positive for all the different products expected with regard to this WP.

Fig. 12 – Focus group. WP1. Reinforcement of the network

Strengths	Weaknesses	Lessons learned	Remarks
Aspects already emerged in Focus group held in June 2014			
<ul style="list-style-type: none"> • Most of invited partners joined the project • Partners expressed a good willingness to be involved in valorisation activities • Confcooperative and Legacoop joined to be involved in managing training interventions (self-entrepreneurship) • Provincial School Authorities joined the project 	<ul style="list-style-type: none"> • The commitment of employers' association is still low • There hasn't been the involving of Informagiovani at local level in order to increase the capability of intercepting NEETs • The impact of activities at local level can be improved 	<ul style="list-style-type: none"> • Many actors at local level show willingness to collaborate • In addition to Regional administration, provincial level appears more and more relevant, as it promotes the role of local actors • The network approach is to be considered crucial in respect of policy for NEETs 	<ul style="list-style-type: none"> • Local authorities (Municipalities) and specifically referents on policies for youth might be involved in the Tavolo and in implementing the project
Further elements emerged in Focus group held in December 2014			
<ul style="list-style-type: none"> • Tavolo NEET reasoned about what scheme of network is the most useful and effective for the implementation of policies addressing NEETs 	<ul style="list-style-type: none"> • Given the lifetime of the project was very short (one year), can be pointed out the activities provision tended to prevail over analysis and discussions 	<ul style="list-style-type: none"> • In order to transfer the developed model of network from Treviso province to the other provinces, a careful adaptation is needed • Social capital expressed at local level can be exploited and spent in an appropriate manner to improve the implementation of social policies 	<ul style="list-style-type: none"> • Strategic relevance of an interinstitutional approach • Alliance between public and private organizations and bodies is essential

In addition, partners wanted to underline some further points, as reported below.

A. Strengths

One of the most remarkable achievement of the project is the fact that Tavolo NEET reasoned about what scheme of network is the most useful and effective for the implementation of policies addressing NEETs in Veneto. That means a serious and articulated discussion is needed as a prerequisite before aiming to setting up a structure of policies addressing NEETs. In this terms, the network built up throughout the project involved public bodies (Regione Veneto and Provincia di Treviso, Ufficio scolastico regionale), VET providers equipped with branched centres on the territory, social partners, chambers of commerce, employers' organizations, world of cooperatives. That is considered to be a good articulation, as establishes a formal network among organizations that usually act dealing with this phenomena, often without the coordination required by the nature and complexity of the issue.

B. Weaknesses

Since the lifetime of the project was very short (one year), can be reported that the provision of activities tended to prevail over the time devoted to discussion and reflections. In this respect, both the Steering group meetings and the Tavolo NEETs represented opportunities for reflecting – at a more theoretical and methodological level, as well as policy one - on the issues that have arisen from the activities carried out on the ground.

C. Lessons learned

In order to transfer the developed model of network from the province of Treviso to the other provinces, a careful adaptation is needed, as in the Treviso province networking and service delivery is facilitated by the relative small dimension. For this reason, particular care will have to be devoted to a further development of the model to take into account of more complex centre-periphery relations that characterise larger provinces in the Veneto region.

Moreover, social capital expressed at local level can be exploited and spent in an appropriate manner to improve the implementation of social policies, including NEETs. In this respect, one of the most essential turning point of an effective policy addressing NEETs

refers to the phase of intercepting them, adopting also all resources originating from social capital a territory can express.

D. Remarks

Partners pointed out the strategic relevance of an interinstitutional and multilevel approach for policies and interventions dealing with NEETs. Interinstitutional framework is required by the multi-factorial issues underlying the NEETs phenomena and multilevel one is to be considered essential in order to involve all actors can provide a range of different services on the ground. At the same time, partners declared that alliance between public and private organization and bodies is essential to make policies facing successfully NEETs issues.

3.2.3. Results for WP 2 - Getting in touch with the NEETs

Main findings

As for the WP2 (Fig. 13), in this case as well partners validated most of statements previously expressed in the focus group held at the end of first semester of activity. On the whole, their evaluation was very positive for all the different deliverables expected.

Furthermore, partners pointed out some further aspects that are worthy of consideration, as reported below.

A. Strengths

During the development of the project, different and various channels have been used, since differentiated tools are needed to establish an effective communication with NEETs. In particular, given the specific characteristics of NEETs, traditional means (as telephone, email, etc.) have been used in association with social network. The practice and experience gained seem to suggest that NEETs need a more direct communication approach and – especially – a much more continuity and consistency in keep the communication on.

Fig. 13 – Focus group. WP2. Getting in touch with the NEETs

Strengths	Weaknesses	Lessons learned	Remarks
Aspects already emerged in Focus group held in June 2014			
<ul style="list-style-type: none"> • New methods and means to intercept youngsters have been developed • Language and graphic aspects of the website make the messages more direct and powerful • Some college students employed as co-authors of the Communication Plan, as they use a language closer to other young people • All the member of partnership attended the Cocktail activities • The interactive arrangements that allow youngsters to have a leading role 	<ul style="list-style-type: none"> • Potential issue: this phase is essential and needs adequate resources in terms of time, creativity and financial means 	<ul style="list-style-type: none"> • It is important both to differentiate and integrate a variety of communication channels • Traditional communication channels (database, word of mouth, information point, mailing list, etc.) are more effective to first contact, while social networks are more useful to keep in touch with users • Direct contact with operators is both an added value for youngsters and an encouragement to stay active 	<ul style="list-style-type: none"> • The testing phase of the project is located in Treviso. So, an implementation of activities should be expected even in peripheral areas, reaching users where they live. This is crucial in terms of transferability of the model in larger provinces.
Further elements emerged in Focus group held in December 2014			
<ul style="list-style-type: none"> • Different and various channels have been used, as differentiated tools are needed to establish an effective communication with NEETs • Usual means of communication (telephone, email, etc.) have been used in association with social network 	<ul style="list-style-type: none"> • The transfer of model tested during the project is quite costly, since required a high level of personalization and individualization of actions 	<ul style="list-style-type: none"> • Peer communication is a valid means to intercept NEETs • Adequate intermediaries and interfaces such as social workers, athletic associations and priests, can be usefully used to reach NEETs 	<ul style="list-style-type: none"> • Institutional services of information addressing youngsters, predominantly aren't being attended by NEETs and in general by disadvantaged people, researchers say.

B Weaknesses

A first *potential* issue is that this phase is essential and needs adequate resources in terms of time, creativity and financial means. That means that this step need all actors pay attention and take into consideration these products as much as the other phases of the project.

In addition to this, partners believe that the transfer of model tested during the project seems to be quite costly, since a high level of personalization and individualization of actions is required. Nevertheless, this model is to be considered as a sort of new paradigm for the development of VET system.

C. Lessons learned

According to evaluation made by partners, the peer communication is a valid means to intercept NEETs. This represent a form of horizontal, informal and direct communication, that has proved to be particularly effective when used addressing NEETs. Many are the examples of such an approach used in implementing the project actions. For instance, the visit to the schools have been managed and conducted by students themselves.

In general Facebook represented an effective tool to intercept some youngsters, in association with word-of-mouth, cards, telephone and emails. Partners underlined furthermore that adequate intermediaries and interfaces such as social workers, athletic associations and priests, can be usefully used to reach NEETs where they live.

D. Remarks

It was noted that institutional services of information addressing youngsters, often aren't being attended by NEETs and in general by disadvantaged people, as researchers say. Therefore in some cases these services, that have demonstrated over time an high level of penetration among young people, don't seem to obtain the same success among NEETs.

3.2.4. Results for WP 3 - Giving answers towards the Labour market

Main findings

If we consider, in turn, the WP3 (Fig. 14), partners confirmed almost all comments and considerations previously expressed in the focus group held at the end of first semester of activity. Their general evaluation of the actions undertaken was very positive for all the different products expected with regard to this WP.

In addition, partners pointed out some further aspects, as reported below, that are worthy of consideration.

A. Strengths

Partners underlined as a remarkable factor of the project the close link between the actions developed and the firm needs, in terms of skills and competence required. In particular, firms paid a lot of attention to that opportunity, that provides an useful support both to their human resources policy and management – included recruitment – and to their willingness to establish new forms of cooperation with schools, VET providers and employment services.

Fig. 14 – Focus group. WP3. Giving answers towards the Labour market

Strengths	Weaknesses	Lessons learned	Remarks
Aspects already emerged in Focus group held in June 2014			
<ul style="list-style-type: none"> • The organisation of WP 3 is being carried out by adequate service providers • The individualisation of actions is effective • The School visits are effective • The Work Experiences meet the real expectations of firms • Each user is guaranteed to have a real job interview • The firms are collaborative in carrying out the job interviews • The relationships with the local firms have been significantly increased • Work experiences have a relevant training impact, even apart from its employment outcome 	<ul style="list-style-type: none"> • There are some problems in matching demand and supply in respect to the current needs of firms, given the small number of candidates • Time available for concrete actions is not a lot • The Laboratorio imprenditorialità (Workshop for entrepreneurship) seems to be more suitable for a 24-29 years older target • The Laboratorio imprenditorialità (Workshop for entrepreneurship) needs more support activities • Due to lack of time, the resources provided by Tavolo haven't been fully exploited in identifying the available firms 	<ul style="list-style-type: none"> • The internships need a more systematic on-firm monitoring • Often there is not an adequate mutual knowledge between schools and local employment services • The presence of experienced people (in schools and in companies) is a crucial factor for successful activities 	<ul style="list-style-type: none"> • It would be appropriate for youngsters to get more training before entering the firm • Customised School visits should become usual opportunities for schools • Over-bureaucratic approach should be simplified, for a successful collaboration with firms

Further elements emerged in Focus group held in December 2014

<ul style="list-style-type: none"> • The close link to the firm needs – in terms of skills and competence - can be underlined as a central factor of the project • The close cooperation among partners was essential to the success of the project • Multi-actor model underpinning the strategic architecture of intervention • Modularity underpinning the implemented training system 	<ul style="list-style-type: none"> • In order to have a good matching between supply and demand, a more significant volume of youngsters would be needed • At the moment the pre-selection of youngsters to send to a job interview is made just on the basis of their technical skills and not of soft skills and motivations 	<ul style="list-style-type: none"> • The taking-over (presa in carico) of each NEET by employment services is essential to put in place a guidance activity throughout the entire training activity (internship, visit, entrepreneurial lab, etc.) • Lean procedures are needed to keep up the Labour Market dynamicity 	<ul style="list-style-type: none"> • Entrepreneurial workshops could take advantage by a closer linkage to start-ups and business incubators at regional level; moreover, effective links with sponsors of business ideas should be promoted and enhanced
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This approach represent an advantage for the youngsters too, since firms conceive the training provided on-the-job nor longer as a potential problem for the organization, but as a strategic resource in which it is crucial to invest time and financial means. In addition, it is important that NEETs, who left early the school and have a confused perception about the way a company is organized and the labour market works, begin to consider their competences as the crucial factor to enhance, in order to increment their possibility to be hired.

Moreover, the close and strict cooperation among partners was essential to the success of the project. The approach adopted, a multi-actor model, has been set so that, wherever the access point through which a NEET decided to enter the system, the organization that managed the take-over phase was able to evaluate her/him real needs and, accordingly, to address the subject towards the most adequate training experience within the network. That means that, when a provider was not able to deal with a specific need expressed by a NEET, instead of suggesting to her/him to change the request, could count on the support of the

entire network to satisfy the need. That mechanism has been used very effectively by trainers and guidance operators especially in Entrepreneurial Workshop.

Furthermore, modularity-based-model underpinning the training system played a central role. In this regard, some activities served as preliminary and preparatory actions towards additional forms of training. For instance, visit to the firms have been used to prepare youngsters to choose an internship to submit to.

Finally, personalization and individualization of training emerged as an essential factor for the success of the intervention. NEETs have a tendency to abandon the training which they are involving in, so it is very important a provider can count on a guidance service that can get out a tailored training program for each NEET, as far as possible.

B. Weaknesses

According to partners, in order to have a better matching between supply and demand, a more significant volume of youngsters would be needed. Since the project had an experimental aim, it was not materially possible to count on an adequate volume of supply. Yet, if we think of a normal situation once the system will overcome its testing phase, it is relevant that the amount of supply is much larger than demand one.

Partners pointed out in addition that at current, the pre-selection of youngsters to send to an job interview is made just on the basis of their technical skills and not of soft skills and motivations. Actually, firm are interested in technical skill and knowledge owned by candidates, but even more take in serious consideration factors such as passion, specific motivations and interests. In other words, what is most important for a Human Resources Director is not the specific technical experience, but some soft skills, motivation and a cluster of skills and competence at least within the some sector, even if acquired in a non-formal or informal context.

For this reason it is crucial, in the future, that candidates can be meet by employment services operators before they have a job interview, whereas at present it was not possible manage it that way.

C. Lessons learned

As for the lessons learned, the taking-over process (presa in carico) of each NEET by employment services operators is essential to put in place a guidance activity throughout the entire training activity (internship, visit, entrepreneurial lab, etc.). The taking-over process is interpreted as a prerequisite for the development of a training system based on a modular approach. By adopting such a model, each NEET can be provided of a range of training opportunities, each of which is being include in an individual pathway that may be modified in time, according to the changing needs of the user.

In addition, partners stress the point that lean administrative procedures are needed to keep up the Labour Market dynamicity. Often the interest expressed by a firm on a particular professional profile have to be satisfied in very short time to cover the production requirements. That means that, if the firm can't count on a candidate provided by employment services in a reasonable time, is forced to opt for other solutions.

D. Remarks

Partners noted that entrepreneurial laboratories could take advantage by a closer linkage to start-ups and business incubators at regional level. Moreover, effective links with sponsors of business ideas should be promoted and enhanced.

3.2.5. Results for WP 4 and WP5 – Evaluation and Project management

Main findings

Taking into account the WP4 and WP5 together (Fig. 15), according to partners can be validated most of statements previously expressed in the focus group held at the end of first semester of activity. On the whole, their evaluation was very positive for all the different deliverables expected. Furthermore, partners pointed out that project required a great economic exposure. Especially from private partners.

Fig. 15 – Focus group. WP4 and WP5. Evaluation and Project management

Strengths	Weaknesses	Lessons learned	Remarks
Aspects already emerged in Focus group held in June 2014 and confirmed in December 2014			
<ul style="list-style-type: none"> • A good level of share and collaboration has been achieved among partners in carrying on activities • A good level of integration and a high grade of complementarity among different competences and expertise • A good willingness of partners in reviewing budget scheme and in making shared changes to the project 		<ul style="list-style-type: none"> • A continuity both in the coordination effort and in the discussion among partners is expected. In this way will be easier to deal with on-going problems and disseminate solutions find out “on the ground” 	<ul style="list-style-type: none"> • Better flexibility in the implementation phase is expected, as YGV is a pilot project • It would be better to both share and adopt the Evaluation Plan and related devices and tools at the beginning of the project
Further elements emerged in Focus group held in December 2014			
	<ul style="list-style-type: none"> • The project required a great economic exposure, especially from private partners 		

4. The Project Evaluated by Final Beneficiaries

4.1. Participant satisfaction analysis

We will report in this chapter the results of a survey *addressed to direct beneficiaries of different actions*, aiming at collect their levels of satisfaction in relation to some crucial aspects of service provided (quality of reception phase, competence of operators, quality of information they have been given, overall quality of intervention they have been involved in.

During the last phase of implementation of three key actions - namely work experiences, internships and visit to the schools – participants were surveyed. Given that the number of expected participants to the three actions, defined in the project, amounts to 47, the respondent rate is 74,5%.

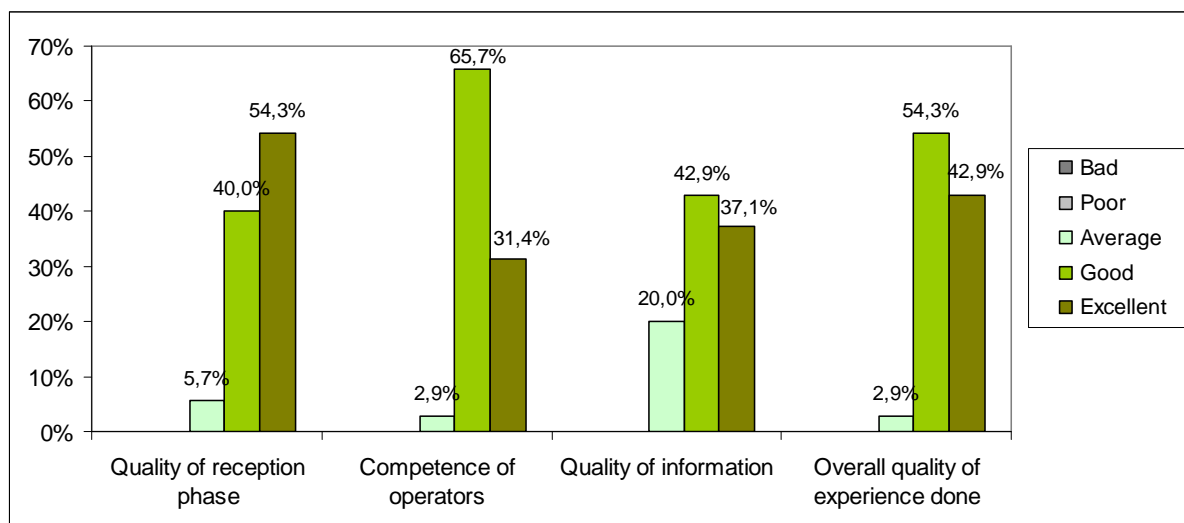
The main findings of the survey are set out below. At the beginning the attention is focused on general results, by reviewing overall data in detail. Afterwards, are taken into account one by one the three specific actions and the grade of satisfaction resulted. In this case, the analysis is conducted differentiating the results both by gender and by nationality of respondents.

4.1.1. Overview of results

Taking into consideration the general results of participant satisfaction, it emerges ***a very good evaluation on four main field of analysis, especially referred to the overall quality of experience done and the competence of operators.*** Furthermore, quality of reception phase spiked, collecting more than 50% of score as “excellent” (Fig. 16).

The overall grade of satisfaction, putting together “good” and “excellent”, lies in a range between 80,0% and 97,1%, which means that participants have shown an high level of appreciation for activities that have been involved in.

Fig. 16 – Participant satisfaction. Overall results



Source: Results of survey addressed to participants

More specifically

All results are very good, concerning:

- *Quality level of reception phase:* Excellent + Good: 94,3%;
- *Competence of operators:* Excellent + Good: 97,1%;
- *Quality of information received:* Excellent + Good: 80,0%;
- *Overall quality of experience done:* Excellent + Good: 97,1%;

4.1.2. Work experiences

A) Analysis by gender

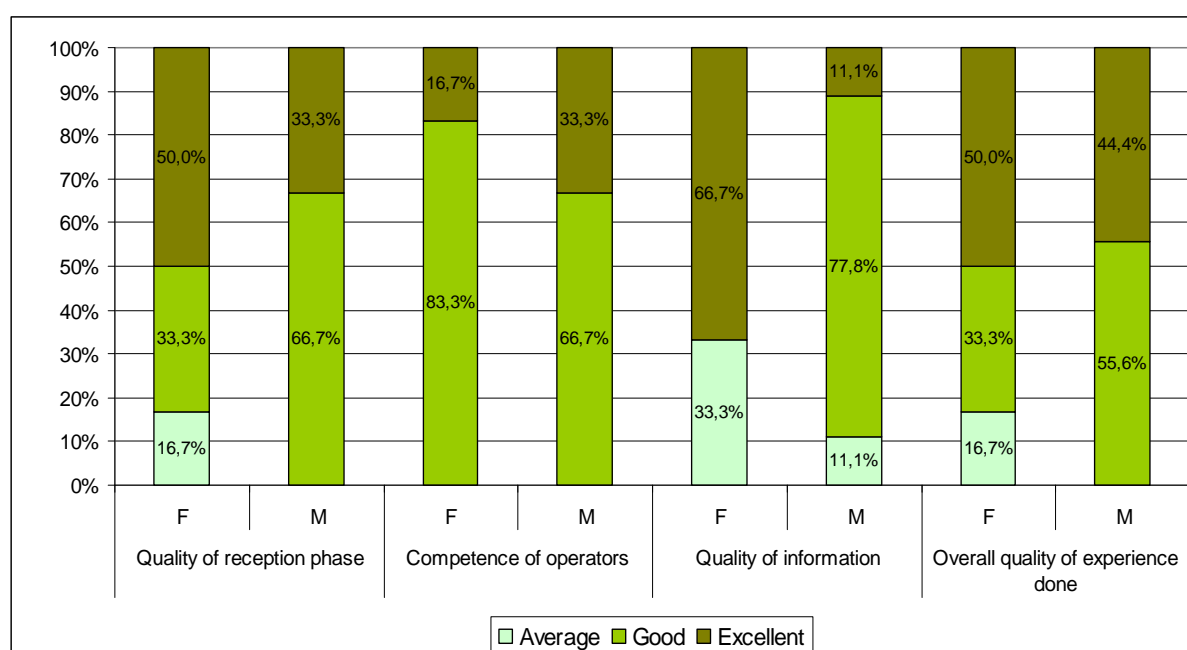
Main results

The picture is on the whole a positive one, highlighting on one hand an high level of satisfaction expressed by respondents in all four sectors of analysis (Fig. 17). On the other hand, adopting a point of view that differentiates data by gender, we can notice how

females appear to be more relatively critical in their judgments than males. For example, with regard to “quality of information”, a third of the respondents (33,3%) express a medium level of satisfaction, in comparison to males who are barely more than one tenth (11,1%). Nevertheless, this area seems produce variable results, as the remaining two thirds declare to appreciate a lot the quality of information.

More in detail, females appreciated very much the competence of operators, whereas males appreciated the quality of the experience done, considered on the whole.

Fig. 17 – Participant satisfaction. Work experiences. Distribution of respondents by gender



Source: Results of survey addressed to participants

More specifically

Result are positively evaluated by beneficiaries, in all sectors of analysis, as schematically reported below.

	Females	Males
Quality level of reception phase	Excellent + Good: 83,3%	Excellent + Good: 100,0%
Competence of operators	Excellent + Good: 100,0%	Excellent + Good: 100,0%
Quality of information received	Excellent + Good: 66,7%	Excellent + Good: 88,9%
Overall quality of experience done	Excellent + Good: 83,3%	Excellent + Good: 100,0%

A) Analysis by nationality

Main results

If we consider the distribution of respondents by nationality – by differentiating between Italians and foreigners – can note that, in a picture on average very positive, the former show a grade of satisfaction slightly smaller than the latter (Fig. 18). Specifically, Italians expressed a judgment a little more cautious about the quality of information received.

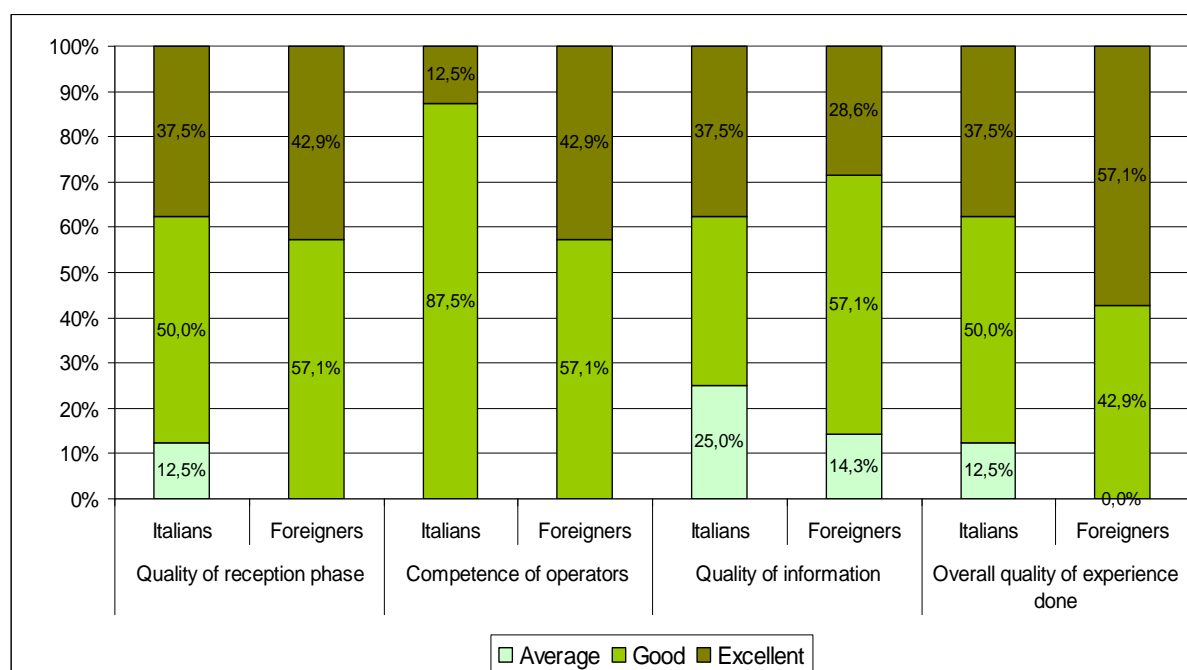
Instead, foreigners appreciated unreserved almost all the numerous dimensions of the quality, linked to the training on-the-job done.

More specifically

Result are positively evaluated by beneficiaries, in all sectors of analysis, as schematically reported below.

	Italians	Foreigners
Quality level of reception phase	Excellent + Good: 87,5%	Excellent + Good: 100,0%
Competence of operators	Excellent + Good: 100,0%	Excellent + Good: 100,0%
Quality of information received	Excellent + Good: 75,0%	Excellent + Good: 85,7%
Overall quality of experience done	Excellent + Good: 87,5%	Excellent + Good: 100,0%

Fig. 18 – Participant satisfaction. Work experiences. Distribution of respondents by nationality



Source: Results of survey addressed to participants

4.1.3. Internships

A) Analysis by gender

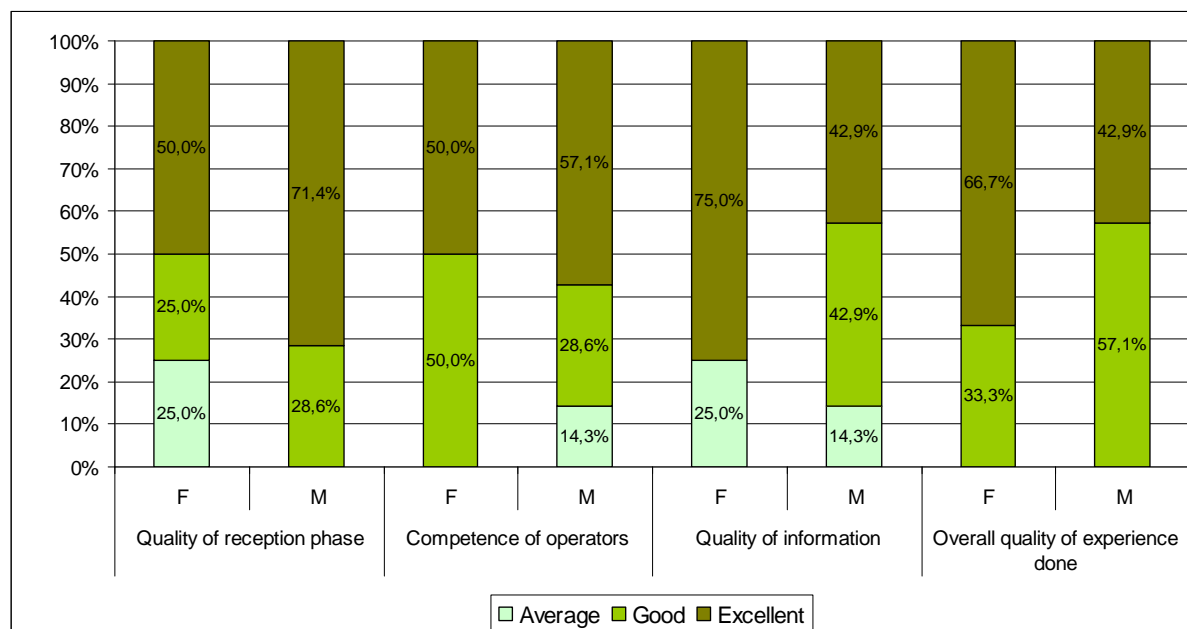
Main results

Respondents declared in general an high grade of satisfaction with regard to internship, covering all dimension of survey (Fig. 19). As we move towards a review of data by gender, the picture changes in relation to what we said earlier on Work Experience. In this case a significant difference between the answers given by males and females cannot be found.

Males seem to be more critical – even though relatively – about quality of information and competence of operator, whereas females appreciated less quality of reception phase and quality of information.

Both genders have in common an unreserved high level of satisfaction about the overall quality of experience done, with a relative predominance of females in selecting the grade “excellent” of the scale.

Fig. 19 – Participant satisfaction. Internships. Distribution of respondents by gender



Source: Results of survey addressed to participants

More specifically

Result are positively evaluated by beneficiaries, in all sectors of analysis, as schematically reported below.

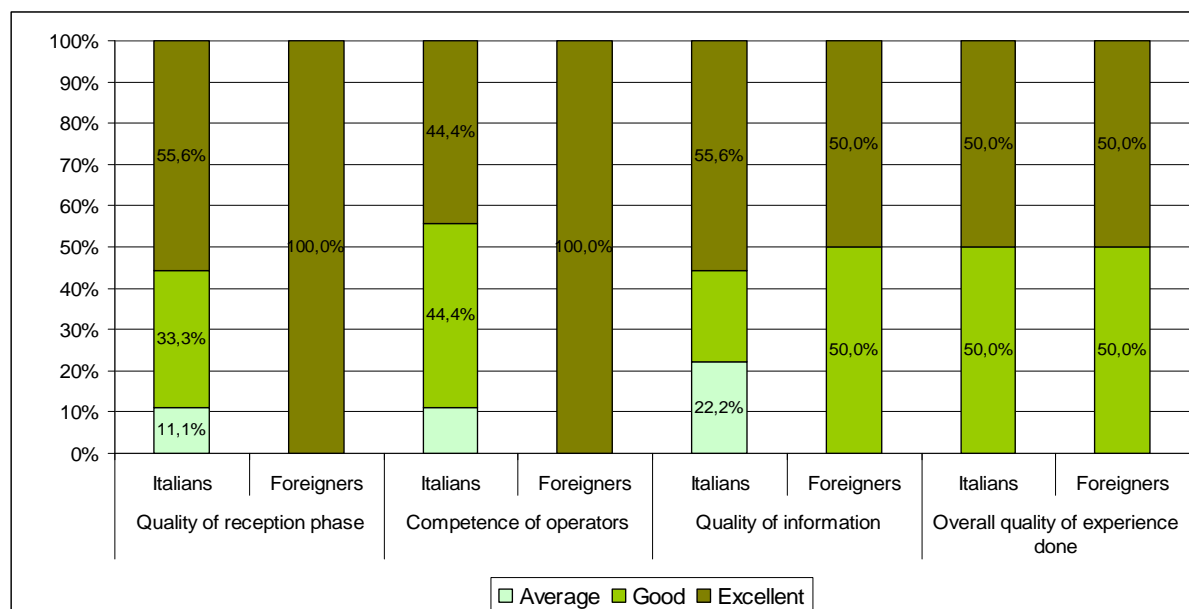
	Females	Males
Quality level of reception phase	Excellent + Good: 75,0%	Excellent + Good: 100,0%
Competence of operators	Excellent + Good: 100,0%	Excellent + Good: 85,7%
Quality of information received	Excellent + Good: 75,0%	Excellent + Good: 85,7%
Overall quality of experience done	Excellent + Good: 100,0%	Excellent + Good: 100,0%

B) Analysis by nationality

Main results

If we consider the distribution of responders by nationality, although the general picture is very successful, one can distinguish some relevant differences (Fig. 20). Foreigners are, as a whole, extremely satisfied of what they experienced, without pointing out less appreciable aspects. On the contrary, Italians differentiate their judgments, even if within a picture characterized by a very high level of satisfaction. For instance, the quality of information is evaluated less appreciable when compared to other dimensions of perceived quality.

Fig. 20 – Participant satisfaction. Internships. Distribution of respondents by nationality



Source: Results of survey addressed to participants

More specifically

Result are positively evaluated by beneficiaries, in all sectors of analysis, as schematically reported below.

	Italians	Foreigners
<i>Quality level of reception phase</i>	Excellent + Good: 88,9%	Excellent + Good: 100,0%
<i>Competence of operators</i>	Excellent + Good: 88,9%	Excellent + Good: 100,0%
<i>Quality of information received</i>	Excellent + Good: 77,8%	Excellent + Good: 100,0%
<i>Overall quality of experience done</i>	Excellent + Good: 100,0%	Excellent + Good: 100,0%

4.1.4. Visits to the schools

A) Analysis by gender

Main results

As for visit to the schools respondents expressed, overall, a good level of satisfaction about the activities they were addressed to (Fig. 21).

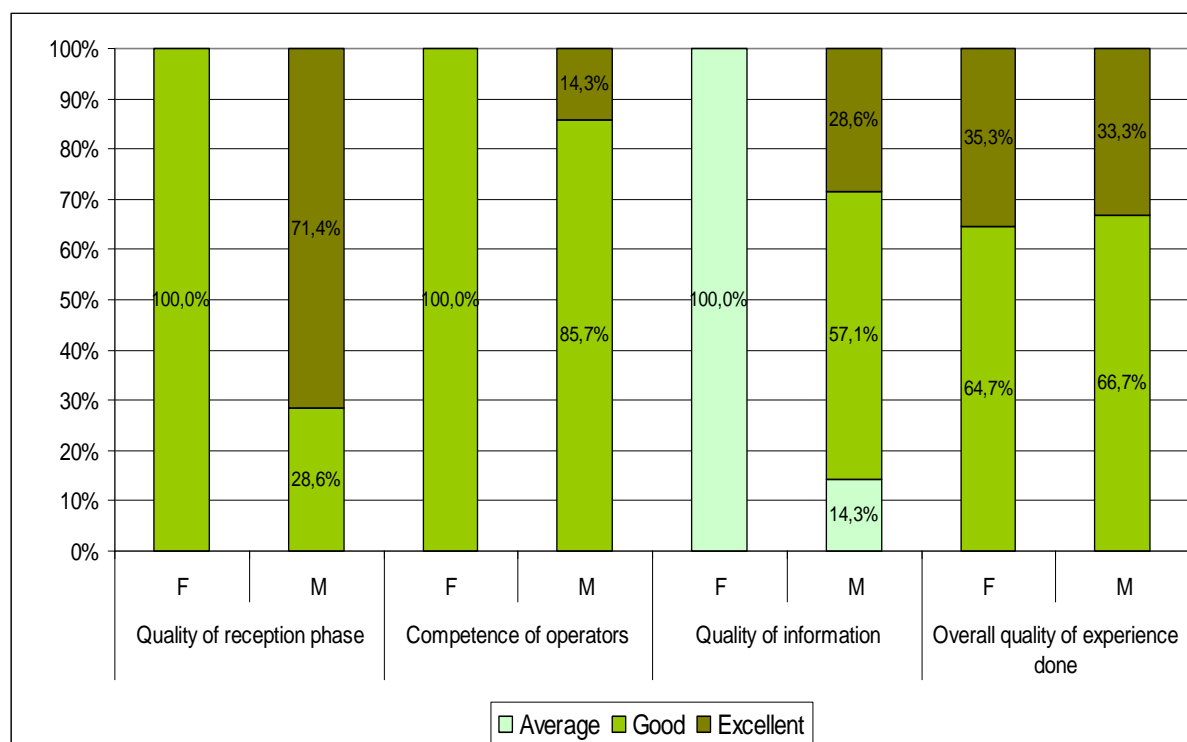
If we analyse their answers to the survey by gender, can observe a relative difference between males and females with regard to the grade of satisfaction declared. Males seem to be more satisfied, in particular for quality of reception phase and quality of information. Instead, males and females have in common almost the same level of appreciation for the overall quality of experience done.

More specifically

Result are positively evaluated by beneficiaries, in all sectors of analysis, as schematically reported below.

	Females	Males
<i>Quality level of reception phase</i>	Excellent + Good: 100,0%	Excellent + Good: 100,0%
<i>Competence of operators</i>	Excellent + Good: 100,0%	Excellent + Good: 100,0%
<i>Quality of information received</i>	Average: 100,0%	Excellent + Good: 85,7%
<i>Overall quality of experience done</i>	Excellent + Good: 100,0%	Excellent + Good: 100,0%

Fig. 21 – Participant satisfaction. Visits to the schools. Distribution of respondents by gender



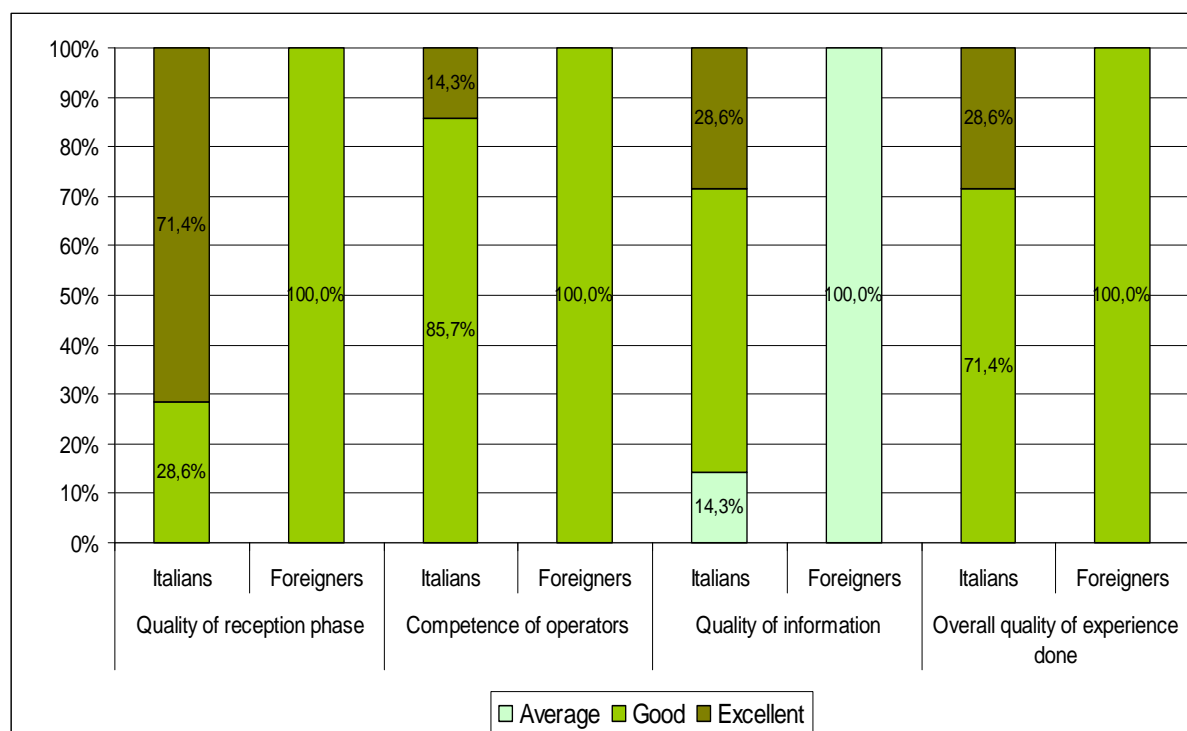
Source: Results of survey addressed to participants

A) Analysis by nationality

Main results

Finally, the results of the visits to the schools can be explored by means of an analysis by nationality of respondents (Fig. 22). **In this particular case, it should be mentioned that – in a picture as a whole very successful - foreigners express, on average, a judgement relatively lower than Italians.** For example, the quality of information is considered “average” by the total of foreign responders, against 14,3% of Italians. As for quality of reception phase, 71,4% of Italians declared to have had an “excellent” level of satisfaction and 28,6% a “good” one, whereas all foreigners (100,0%) think that that level was to consider “good”.

Fig. 22 – Participant satisfaction. Visits to the schools. Distribution of respondents by nationality



Source: Results of survey addressed to participants

More specifically

Result are positively evaluated by beneficiaries, in all sectors of analysis, as schematically reported below.

	Italians	Foreigners
Quality level of reception phase	Excellent + Good: 100,0%	Excellent + Good: 100,0%
Competence of operators	Excellent + Good: 100,0%	Excellent + Good: 100,0%
Quality of information received	Excellent + Good: 85,7%	Average: 100,0%
Overall quality of experience done	Excellent + Good: 100,0%	Excellent + Good: 100,0%

5. Final Remarks

We would like to conclude our report pointing out to some key issues that emerge from a careful examination of data introduced up to now.

A. Remarks expressed at the end of first semester of the project and that can be confirmed

At first, can be confirmed a set of elements coming from the Interim Evaluation Report, and that can be confirmed even after the second semester of activities.

- All considered, the project has achieved good results as far as deliverables are concerned. Both surveys and focus groups highlight that partners express a high level of perceived quality regarding all key aspects in the project. Data collected among partners shows that teams involved in the delivery of actions made use of relevant skills in the course of the project and as a result achieved a high level of capacity in the overall execution of actions. In addition, partners seem to share a common vision regarding the strategic choices that have been made so far. Similarly, partners have the opinion that they proved able to find feasible solutions in the implementation stage.
- *Establishing a Partnership to Set up a Youth Guarantee Scheme in Veneto* is a pilot project that has the ambition to develop a model for NEETs policy, that is expected to be transferable to other provinces in the Veneto region. In this context – as focus groups made clear – partners would like to point out that inter-institutional coordination should be further strengthened. This would be of crucial importance in the area of labour market policy that appears to be fragmented across territorial levels as well as policy sectors. In terms of transferability, partners paid relative attention in relation to the geographical scale of the project, in particular because the testing phase is taking place in a province - the Treviso province – where networking and service delivery is facilitated by the relative small dimension. For this reason, particular care will have to be devoted to a further development of the

model to take into account of more complex centre-periphery relations that characterise larger provinces in the Veneto region.

- As far as the relationships with the education system, partners express the view that cooperation and mutual knowledge among employment services and network of schools will have to be strengthened. Priority should be given to build stable and cooperative relationships among employment services and schools, at local level. Stable relationships are expected to result in a number of positive effects. For instance, they will allow to institutionalise school visits – a specific device of the project - as a tool to facilitate the re-integration in the education system of students who dropped out school.
- As far as the relationship with firms, they are crucial partners for the overall success of the project, since they are involved in many different forms - like work experiences, on-firm visits, internships - and with both occupational and/or guidance goals. Partners express the opinion that better results will be achieved if training, at an early stage before the actual contact with enterprises, would be further developed. It is of note that this is facilitated by the presence in the context of firms of professional profiles - such as tutors - that are in charge with the support to training activities in the form of apprenticeship, internships, etc. In this light, the project – and more extensively Garanzia Giovani measure - has the potential to positively contribute to the improvement of the training functions already performed by firms.

B. Further remarks emerging specifically from the evaluation of the second semester of the project

- From the point of view of strategic approaches and methods adopted, as mentioned above, it is to pointed out the strategic relevance of an inter-institutional and multi-level approach for policies and interventions dealing with NEETs. Interinstitutional framework is required by the multi-factorial issues underlying the NEETs phenomena and multi-level one is to be considered essential in order to involve all actors can

provide a range of different services on the ground. In this respect, the network built up throughout the project involved public bodies (Regione Veneto and Provincia di Treviso, Ufficio scolastico regionale), VET providers equipped with branched centres on the territory, social partners, chambers of commerce, employers' organizations, world of cooperatives. That is considered to be a good articulation, as establishes a formal network among organizations that usually act dealing with this phenomena, often without the coordination required by the nature and complexity of the issue.

- A further approach adopted, a multi-actor model, has been set so that, wherever the access point through which a NEET decided to enter the system, the organization that managed the take-over phase was able to evaluate her/him real needs and, accordingly, to address the subject towards the most adequate training experience within the network. That means that, when a provider was not able to deal with a specific need expressed by a NEET, instead of suggesting to her/him to change the request, could count on the support of the entire network to satisfy the need. In this respect, the taking-over process of each NEET by employment services operators is essential to put in place a guidance activity throughout the entire training activity (internship, visit, entrepreneurial lab, etc.). The taking-over process is to be interpreted as a prerequisite for the development of a training system based on a modular approach. By adopting such a model, each NEET can be provided of a range of training opportunities, each of which is being include in an individual pathway that may be modified in time, according to the changing needs of the user.
- Furthermore, modularity-based-model underpinning the training system played a central role. In that sense, some activities served as preliminary and preparatory actions towards further and additional forms of training. Also personalization and individualization of training emerged as an essential factor for the success of the intervention. NEETs have, in fact, a tendency to abandon the training which they are involving in. Therefore it is very important a provider can count on a guidance service that can get out a tailored training program for each NEET, as far as possible.

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