



A review of good youth employment practices in 19 EU countries

EXCEPT Working Paper No. 17
March 2018

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This project has received funding from the European
Union's Horizon 2020 research and innovation
programme under grant agreement No 649496





EXCEPT Working Papers are peer-reviewed outputs from the <http://www.except-project.eu/> project. The series is edited by the project coordinator Dr. Marge Unt and by the project co-coordinator Prof. Michael Gebel. These working papers are intended to meet the European Commission's expected impact from the project:

- i. to advance the knowledge base that underpins the formulation and implementation of relevant policies in Europe with the aim of enhancing the employment of young people and improving the social situation of young people who face labour market insecurities, and
- ii. to engage with relevant communities, stakeholders and practitioners in the research with a view to supporting relevant policies in Europe. Contributions to a dialogue about these results can be made through the project website <http://www.except-project.eu/>, or by following us on twitter @except_eu.

To cite this report:

Harjo, M., Tatar, M., Draganov, D., Jeliaskova, M. (2018). *A review of good youth employment practices in 19 EU countries*, EXCEPT Working Papers, WP No. 17. Tallinn University, Tallinn. <http://www.except-project.eu/working-papers/>

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ISSN 2504-7159

ISBN 978-9949-29-357-5 (pdf)

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Acknowledgements

We would like to thank the national experts for the respective countries for providing the information on good practices on youth inclusion for the EXCEPT project, used for the purposes of this working paper.

Responsibility for all conclusions drawn from the data lies entirely with the authors.



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Executive summary

This paper presents information about twenty policy interventions - examples of ALMPs (active labour market practices) directed at youth labour market inclusion from 19 EU countries: Austria, Belgium, Croatia, Cyprus, Czech Republic, Denmark, Finland, France, Hungary, Latvia, Lithuania, Luxembourg, Malta, Netherlands, Portugal, Romania, Slovakia, Slovenia, Spain. These policy interventions have been proposed by national experts from each country as good practices in the relevant field of study.

The aim of the paper is to facilitate mutual learning and exchanging knowledge on policy measures which have potential to, or have proven themselves to be effective in managing labour market risks faced by young people in the respective countries.

The paper complements the already prepared overview of good practices on youth labour market inclusion in the EXCEPT Project partner countries (Bulgaria, Estonia, Germany, Greece, Italy, Poland, Sweden, the UK, and Ukraine) and follows it conceptually and methodologically¹.

The proposed policy interventions have been reviewed against the criteria used for the purposes of the European Commission's Database of labour market practices under the European Employment Strategy. These criteria are: (1) policy relevance, (2) scope; (3) evidence-base; (4) timescale; (5) effectiveness; (6) potential for learning and replication².

On the basis of a systematic review the proposed 20 policy interventions are divided into two groups:

- Measures that match the criteria of the Mutual Learning Database. Following the assessment criteria, eleven of the 20 measures are proposed to be considered for inclusion in the European Commission Database.
- Measures that not fully match the criteria of the Mutual Learning Database. Nine of the 20 measures are assessed as not enough convincing to be proposed as good practices. This is mainly due to some informational and/or evaluation deficits. Thus, these measures can be considered in principle as well especially if the relevant deficits are filled in.

The paper includes detailed information on the twenty measures and their assessments.

¹ Jeliaskova, M., Minev, D., Draganov, D., Krasteva, V., Stoilov, A. (2017). An overview of good practices on youth labour market inclusion in Bulgaria, Estonia, Germany, Greece, Italy, Poland, Sweden, the UK, and Ukraine, EXCEPT Working Papers, WP No 14. Tallinn University, Tallinn. <http://www.except-project.eu/working-papers/>

² For more details about these assessment criteria and their application, see: Mutual Learning Programme support team & ICF, 2013: pp. 6 – 7.



Introduction

A central objective of the EXCEPT project is to learn about examples of best practices and provide suggestions for reforms and policies that help improving the social situation of young people facing labour market insecurities.

Following that objective, this paper presents information about 20 policy interventions - examples of ALMPs (active labour market practices) directed at youth labour market inclusion from 19 EU countries: Austria, Belgium, Croatia, Cyprus, Czech Republic, Denmark, Finland, France, Hungary, Latvia, Lithuania, Luxembourg, Malta, Netherlands, Portugal, Romania, Slovakia, Slovenia, Spain. These policy interventions have been proposed by national experts from each country as good practices in the relevant field of study.

Each national expert was asked to provide information about a national labour market practice that would fit the following definition of a “good practice”:

“A specific policy or measure that has proven to be effective and sustainable in the field of employment, demonstrated by evaluation evidence and/or monitoring and assessment methods using process data and showing the potential for replication. It can cover both the formulation and the implementation of the policy or measure, which has led to positive labour market outcomes over an extended period of time.”³

In addition, once received, the proposed practices were then evaluated against the “good practice” selection criteria for the Mutual Learning Programme Database of National Labour Market Practices step-by-step guide, and given a score of “Low”, “Medium” or “High”, in terms of each proposed practices relevance to (1) EU policy, (2) scope, (3) evidence-base, (4) timescale, (5) effectiveness and (6) potential for learning and replication.

The evaluation process included 2 steps:

1. The information with respect to the design, implementation mechanism and results of the interventions was systematized and assessed by experts at the Institute of Baltic Studies.
2. The proposed 20 measures were further assessed on the basis of the criteria of the Mutual Learning Programme Database (including the requirement that in order to be included in the Database, each measure should have an assessment of all criteria “Medium” or “High”)⁴ by representatives of the Institute for the Study of Societies and Knowledge at the Bulgarian Academy of Sciences. In such a way the evaluation process provided a systematic review of the proposed policy initiatives and consistency with the good practices proposed from the EXCEPT Project partner countries.

³ The definition used by the Mutual Learning Programme under European Employment Strategy

⁴ Mutual Learning Programme support team & ICF, 2013: pp. 6 – 7; available at: <http://ec.europa.eu/social/BlobServlet?docId=14033&langId=en>



The paper contains summary information about the 20 proposed policy interventions. Part I provides information on the assessment made. Part II presents eleven of the interventions as good practices to be considered for inclusion in the Database of labour market practices. Part III presents the other nine interventions that currently do not seem to fully match with the criteria of the Database but could be monitored for further inclusion. A detailed assessment against the selected criteria can be found in Annex I.



Part I: Policy interventions' assessment

This section presents shortly the approach undertaken and the resulting assessments of the 20 policy interventions. The aim is to consider the option these policy interventions to be proposed for inclusion into the Database of labour market practices under the European Employment Strategy

Review of the presented policy measures highlights that the majority of the experts have selected a measure which seeks to address Guideline 6 of the European Employment Strategy, namely: “enhancing labour supply, skills and competences”. A number of the measures listed, thus, focus on improving academic or vocational skills and capacities for young people from various target risk groups, in order to increase their employability, or in some cases, offer an employment contract as a result of the measure.

Three notable problem points surfaced during the review of the proposed “good practices” provided by the field experts from different EU countries:

- Even though the key requirements for information requested for the “good practices” were explained and highlighted on numerous occasions, there are still major differences in terms of how the required information was interpreted by different experts. Hence the information provided is not consistently comparable between all the country fiches presented in the report. This has proved to be important challenge in compiling information for the present paper;
- Some of the measures (e.g. Czech Republic), whilst promising, have only been running for a little over a year and hence, in-depth and sophisticated evaluations have not yet been published, causing them to obtain a lower score.
- There is high variance between the types of evaluations carried out in different participating countries, which leads to difficulties in comparing and analysing the actual level of effectiveness of the presented “good practices” as well as evaluating their ultimate suitability to be listed in the Mutual Learning Database.

Nonetheless, the review has identified 20 policy interventions which represent some promising measures that to a different degree have potential to become new entries in the Mutual Learning Database. The collected qualitative and quantitative information provides the basis for the assessment.

With regard which good practices to be proposed for inclusion into the Database of labour market policies, six criteria have been used. They fully correspond to those applied for the purpose of the Mutual Learning Programme, namely: (1) policy relevance, (2) scope; (3) evidence-base; (4) timescale; (5) effectiveness; (6) potential for learning and replication.

More information about the Database of labour market practices and the Mutual Learning Programme under the European Employment Strategy can be found here:

<http://ec.europa.eu/social/main.jsp?catId=1047&langId=en>



<http://ec.europa.eu/social/main.jsp?catId=1080&langId=en>

Assessment of the good practices has been done at two stages:

- First, a formal check whether a given good practice proposed by national teams already exists into the Database of labour market practices;
- Second, if a policy initiative is not already included into the database, the mentioned above six criteria are applied. Following the approach adopted in the Mutual Learning Programme, each criterion receives a score ranging from 1 to 3 points and only good practices having a score of 2 or above against all of the criteria are proposed to be included in the database.

In the following table, on the basis of the information that national reports contain, a score has been attributed to the 20 policy intervention. The score is equal to the sum of the scores (min. 1 – max. 3) under each of the 6 criteria used for the purposes of the Mutual Learning Programme.

Table 1 Results of the assessment of the proposed policy interventions

No	Name	Country	Policy relevance	Scope	Evidence base	Timescale	Effectiveness	Potential for learning and replication	Total score
1	Production schools	Austria	2	3	3	3	3	2	16
2	First job convention	Belgium	2	3	2	3	1	2	13
3	Self-employment subsidy	Croatia	2	2	3	2	3	2	14
4	Program for Youth 25-29 Not in Education, Employment or Training – NEETs	Cyprus	2	2	1	3	2	1	11
5	The Journey to Succeed in the Labour Market	Czech Republic	2	3	2	2	1	2	12
6	Youth Unemployment Benefits	Denmark	2	2	2	2	1	2	11
7	“Ohjaamo” One-Stop Guidance Centre	Finland	2	2	3	3	3	2	15
8	Professionalisation contract	France	2	3	3	2	3	2	15
9	Traineeship programme to support school-leavers	Hungary	2	3	1	2	1	1	10
10	Subsidised workplace for vulnerable groups of young people	Latvia	2	2	3	3	2	3	15
11	New Start	Lithuania	2	2	3	3	3	2	15
12	Employment initiation contract	Luxembourg	3	3	1	3	2	1	13
13	SEC Revision Classes	Malta	2	3	2	3	2	2	14
14	Work Experience Grant	Netherlands	2	3	1	3	2	1	12
15	Entrepreneur Now	Portugal	2	2	1	3	1	1	10
16	Dual vocational education and training	Romania	2	3	3	3	2	2	15
17	Contribution to graduate practice	Slovakia	2	3	2	2	3	2	14
18	From College to Practice	Slovenia	2	3	2	2	2	2	13
19	First Challenge	Slovenia	2	3	2	3	N/A	2	12
20	Employment Shuttles	Spain	2	3	2	3	2	2	14



Conclusions and recommendations

On the basis of this review and assessment, the following conclusions could be made:

Firstly, among the presented 20 practices, there are no interventions already present in the Database of labour market practices.

Secondly, eleven of the 20 measures match the criteria of the Mutual Learning Database and are “candidates” for potential entries. On that basis they are proposed to be considered for inclusion in the European Commission Database.

Thirdly, nine of the 20 measures are assessed as not enough convincing to be proposed as good practices as they do not fully match the criteria of the Mutual Learning Database due to lack of sufficient information on some of the criteria or low assessment. This is mainly due to some informational and/or evaluation deficits. However, these measures could be considered in principle especially if the relevant deficits are filled in.

Of course, in order to be included in the Database, the potential of all the interventions has to be acknowledged by the responsible public authorities at national level who are empowered to propose them to the European Commission.

The two groups of measures are presented in the following table:

Table 1. Selected policy initiatives addressing youth labour market insecurity

No	Name of the good practice (English)	Country
Measures fully matching the criteria of the Mutual Learning Database		
1	Production schools	Austria
2	Self-employment subsidy	Croatia
3	“Ohjaamo” One-Stop Guidance Centre	Finland
4	Professionalisation contract	France
5	Subsidised workplace for vulnerable groups of young people	Latvia
6	New Start	Lithuania
7	SEC Revision Classes	Malta
8	Dual vocational education and training	Romania
9	Contribution to graduate practice	Slovakia
10	From College to Practice	Slovenia
11	Employment Shuttles	Spain
Measures not fully matching the criteria of the Mutual Learning Database		
1	First job convention	Belgium



2	Program for Youth 25-29 Not in Education, Employment or Training – NEETs	Cyprus
3	The Journey to Succeed in the Labour Market	Czech Republic
4	Youth Unemployment Benefits	Denmark
5	Traineeship programme to support school-leavers	Hungary
6	Employment initiation contract	Luxembourg
7	Work Experience Grant	The Netherlands
8	Entrepreneur Now	Portugal
9	First Challenge	Slovenia



Part II: Proposal of good practices that could be included in the Database of labour market practices

Based on the national reports, the selected interventions are presented below with description of their design, target groups, implementation, results and evaluation.

Country fiches

Austria

Title of the policy or measure (English)	Production schools
Country	Austria
Name of the responsible body	Federal Ministry of Labour, Social Affairs and Consumer's Protection (BMASS)
Geographical scope of the responsible body	National
Name(s) of other organisations involved (partners/sub-contractors)	Youth Coaching programme ⁵ Public Employment Service
Start year of implementation	2015
End year of implementation	Ongoing
EU policy relevance	Production schools aim to reach enhanced labour and skills supply (key domain of the European Employment Strategy) by offering young people, who do have deficits in basic skills at the end of mandatory schooling, guiding and time for further

⁵ see this programme also in the Mutual Learning Database: organised by the Social Ministry Service (SMS), an agency of the Federal Ministry of Labour, Social Affairs and Consumer's Protection



	<p>development.</p> <p>It focuses, following the Youth Employment Initiative, on young people targeted support to find an apprenticeship fitting the skills of the young people in the first labour market. It is an intervention fulfilling the Austrian training guarantee (and the European Youth Guarantee) offering young people that are not able to find an apprenticeship individualised information, support and guidance to enable them to enter the labour market.</p>
Policy area	Active labour market policies
Specific policy or labour market problem being addressed	Management of the transition school to work by support and guidance for young people with deficits in basic skills needed in the labour market after the time of mandatory schooling (9 years).
Aims and objectives of the policy or measure	Programmes such as supra-company apprenticeship training may be overly ambitious for some disadvantaged young people. They need other types of support to gradually accustom them to learning and working. The basic function of Production Schools is to enhance young people's fitness for training and is targeted at all young people who are in need of assistance and whose enrolment in, or successful attendance of, continuing vocational training courses is bound to fail due to deficits in defined basic skills.
Main activities/actions underpinning the policy or measure	<p>Production schools offer a multi-level approach for basic and specific (profession) orientation, personal development as well as skill and competence development:</p> <ul style="list-style-type: none"> • Training - main focus on activation (support at entering the labour market / apprenticeships), exercises (training, professional orientation) and specialisation (specific professional training) • Coaching - coaches support and attend the young person's individually during the whole timespan of the production school and discuss with them their personal development and progress. • Competence development - Specially designed workshops aim at the development of competences in cultural techniques (including the usage of digitalised media) as well as on personal skill development (from basic skills to structuring daily routines). • Sport - sport and mobility play important roles in production schools for personal development and health provision. Offer exist in all production schools on various levels of excellence. <p>After finishing the production school, the attendees receive a personal portfolio highlighting skill, competences and talents, showing the individual development and offering information.</p>



	Nationwide 42 Production Schools are available, offering support on various levels for more than 3,000 young people.
Geographical scope of policy or measure	National
Target groups	Young people (aged 15 to 25 years)
Outputs and outcomes of the policy or measure	<p>2016 approx. 2,780 young people aged 15 to 19 and 420 young people between ages 20 and 24 were participating in 42 production schools which equals around 0.3% of all young people aged 15 to 24 in Austria.</p> <ul style="list-style-type: none"> • Approximately 65% of the participants ended the intervention with either a start of a dual vocational training, a further education or the entry in the labour market. • The suggestions provided at the end of the production school focus on apprenticeships (27% to begin an extended apprenticeship, 22% to start a regular apprenticeship). • For 17% of the participants a PES qualification is suggested, for 14% a part- qualification and for 12% the entry to the regular labour market.
Key conditions for success	Production schools can put emphasis on various topics due to the expertise of the several providers. In the production schools all participants have a very individualised and personal support by trainers and coaches.
Method of assessment	Internal monitoring External academic study

Croatia

Title of the policy or measure (English)	Self-employment subsidy
Country	Croatia
Name of the responsible body	Croatian Employment Service (CES)
Geographical scope of the responsible body	National
Name(s) of other organisations involved (partners/sub-contractors)	The Ministry of Labour and Pension System The Croatian Chamber of Trades and Crafts The Croatian Employers' Association
Start year of	1993



implementation	
End year of implementation	Ongoing
EU policy relevance	<p>This measure is linked to the Support to youth entrepreneurship, the Youth Guarantee and Youth Employment Initiative.</p> <p>The measure is linked to the following European Employment Guidelines:</p> <p>Guideline 5: Boosting demand for labour;</p> <p>Guideline 6: Enhancing labour supply, skills and competences;</p> <p>Guideline 8: Fostering social inclusion, combatting poverty and promoting equal opportunities</p>
Policy area	Active labour market policies; Job creation; Labour market participation; Work-life balance
Specific policy or labour market problem being addressed	Low youth labour market participation, including low youth entrepreneurship rates. According to the Eurostat data 6, Croatia is one of the EU-member countries with the lowest level of youth self-employment, with only 24,4 self-employed per 1,000 of 15-29 old people.
Aims and objectives of the policy or measure	Facilitating the youth entrepreneurship through providing access to startup capital and accompanying services
Main activities/actions underpinning the policy or measure	<ul style="list-style-type: none"> • Providing help in designing a business plan of the future entrepreneurs • Financing business activities in initial phase of setting up the company.
Geographical scope of policy or measure	National
Target groups	All unemployed persons registered at the Croatian Employment Service (CES)
Outputs and outcomes of the policy or measure	<p>Since 2011 there were 3,908 beneficiaries. In terms of impact on the overall youth employment this is a rather modest result, although it cannot be said there are no effects on the labour market.</p> <p>The 2016 evaluation summarizes the outcomes:</p> <ol style="list-style-type: none"> 1. 38% of the unemployed who took part in the programme had been unemployed for more than a year before entering the programme and 17% of beneficiaries were unemployed for 6-12 months. This indicates that the programme targeted people of low employability, thus increasing their chances for success on the labour market;

⁶ Source: Eurostat [yth_emp_040]



	<p>2. 93% of the beneficiaries stated that the programme was useful for establishing their own company and 32% of them said that they would never start their own company if they had not entered the programme;</p> <p>3. When asked if they would apply for the self-employment incentive again, 80% of beneficiaries gave a positive answer;</p> <p>4. 74% of the beneficiaries continued with their business after end phase of the programme and more than one third (35%) of beneficiaries managed to expand their business activities.</p>
Key conditions for success	Close cooperation between the Croatian Employment Service and other partners in order to successfully integrate changes in the labour market into the business plans of future entrepreneurs.
Method of assessment	Internal monitoring External evaluation

Finland

Title of the policy or measure (English)	“Ohjaamo” One-Stop Guidance Centre
Country	Finland
Name of the responsible body	The Ministry of Economic Affairs and Employment
Geographical scope of the responsible body	National
Name(s) of other organisations involved (partners/sub-contractors)	Ministry of Education and Culture Ministry of Social Affairs and Health. The Central Finland Centre for Economic Development, Transport and the Environment Local municipalities
Start year of implementation	2014 ⁷
End year of implementation	2020
EU policy relevance	The measure is consistent with the Europe 2020 strategy and in particular the initiatives “An agenda for new skills and new jobs”. It is also consistent with the Employment Guidelines and

⁷ Some of the one-stop guidance centres have been developed from 2010 onwards



	with several EU instruments, such as European Social Fund (ESF) activities to increase employment for disadvantaged young people. The measure is in line with the Proposal for a Council Recommendation on Establishing a Youth Guarantee (2012) and Call no 447 Working together for Europe's Young People. A call to action on youth employment (2013) by the European Commission
Policy area	Education and training systems, Labour market participation, Social inclusion and anti-discrimination, Social security systems, Youth policy
Specific policy or labour market problem being addressed	<p>A comprehensive study of the age cohort born in 1987 showed that out of roughly 60 000 young people born that year 13 per cent had only basic education.</p> <p>The number of unemployed young people has been high and there have been evaluations which call for integrated services for the young who should gain re-entry to education or access to the labour markets. By providing one-stop guidance centres combining social, health, youth work and employment services the services of the young could be strengthened and simplified.</p>
Aims and objectives of the policy or measure	<p>The central idea of the Ohjaamo model is a low-threshold service providing guidance and support to young people. This is achieved through multi-professional co-operation networking closely in the local area. Within these services, young people can access a wide range of:</p> <ul style="list-style-type: none"> • professional support, including careers guidance and training; • housing, welfare and social care provision; • By integrating services young people can be empowered to reach goals set by themselves. <p>The centres should have the following qualities:</p> <ul style="list-style-type: none"> • They should be able to reach young people in the need of services in the region; • They should be accepted and trusted by the young. • They should integrate and simplify different services of the young. • They should support positive transition of the young to employment, education, training or rehabilitation.
Main activities/actions underpinning the policy or measure	<p>Guidance centres are based on a low-threshold multi-agency service model. Most of the clients come by to use the wide range of available services.</p> <ul style="list-style-type: none"> • On arrival, they are greeted by a staff member with special skills on working with the young who will deal with their issue or refer them to a colleague if they are unable to help. • Centres provide different services, including but not being limited to employment or entrepreneurship support, educational guidance, personal budgeting and



	<p>financial support, health and well-being, housing and leisure time activities (in order of importance according to the evaluation)</p> <ul style="list-style-type: none"> Centres build partnerships with employers, third sector organisations, voluntary organisations and other bodies that work with young people.
Geographical scope of policy or measure	National
Target groups	The service is targeted for all the young people below the age of 30. The Centres offer services to all young people based on their voluntary attendance.
Outputs and outcomes of the policy or measure	<p>There are four goals of the project. These are currently being evaluated.</p> <ul style="list-style-type: none"> Reaches young people in need of guidance <ul style="list-style-type: none"> There have been 54 606 documented meetings with the young people in the first half of 2017. The biggest user group are the young male from 19 to 24 (30,41 per cent of the total users), second biggest are the female from 19 to 24 (24,87 per cent from the total users). The service is useful to young people <ul style="list-style-type: none"> Customer satisfaction has been evaluated by the young. On the scale of 4 to 10 (the scale used in Finnish basic education), the satisfaction towards counselling scored 9.17 average. The customer survey shows 79 per cent of the young agreed that their future plans were clearer. Integration of youth services <ul style="list-style-type: none"> The topics of counselling are monitored. The topics covered are broad. 33,91 of the counselling is about employment and entrepreneurship. According to stakeholder survey (N=174) from 2016, 86 per cent of the stakeholders felt that guidance centres supplement the existing youth services, 79 per cent agreed that new kind of co-operation skills are developed in the model, 66 per cent agreed that guidance centres know all the relevant youth services. Supports positive transitions of young people <ul style="list-style-type: none"> The documentation of the transitions is in development. There are preliminary observations showing the paths after having been in the guidance centres. According to these 684 were employed in the free market, 469 applied for education, 454 started doing rehabilitative employment, and 379 managed



	<p>to get a study place.</p> <ul style="list-style-type: none"> - The co-ordinating project is currently developing a common platform for data gathering. At the moment there is no unified way of getting the data.
Key conditions for success	<ul style="list-style-type: none"> • Integrated service system strengthens the services to the young. High-level commitment to collaborative service integration can transform the partnership culture in the one-stop guidance system. • The model reaches young people in fragile conditions. In the first half of 2017, the centres met with young people 54 406 times. The topics covered ranged from career guidance to health services. • The model takes into account local realities and builds local networks. Local networks enable the centres to build private-public partnerships which enable different career paths of young people. According to the evaluations, this is a developing factor. • Integration of policy goals and practice. Successful service integration requires co-operation on the policy level and in the local level as well.
Method of assessment	<p>Internal monitoring</p> <p>External evaluations</p>

France

Title of the policy or measure (English)	Professionalisation contract
Country	France
Name of the responsible body	Ministry of Labour
Geographical scope of the responsible body	National
Name(s) of other organisations involved (partners/sub-contractors)	<p>Ministry of Labour</p> <p>Public Employment Service</p> <p>Joint Collecting Bodies</p> <p>Regional Councils</p> <p>Training Centres</p>
Start year of implementation	2003
End year of	Ongoing



implementation	
EU policy relevance	Framework for Quality traineeships and Youth employment initiative, in line with New skills for new jobs.
Policy area	Education and training systems Labour market participation
Specific policy or labour market problem being addressed	The main issue addressed by the professionalisation contract is to foster the employability of the less qualified by offering the opportunity to prepare and to obtain a vocational diploma.
Aims and objectives of the policy or measure	The primary aim of the Professionalisation contract is to offer a chance of training to young people under 26 or to job seekers, in order to promote their employability on the labour market and to learn a trade. The Professionalisation contract allows young people under 26, people over 45, and job seekers to obtain a certification (recognised at national level). Incentives for people over 45 and job seekers should prevent these categories from unemployment. The objective of this policy measure is to improve the level of qualification, to reduce youth unemployment and unemployment of the elderly, by delivering a national certificate and by providing professional experience.
Main activities/actions underpinning the policy or measure	The programme aims to provide with vocational preparation, both in the interest of personal development and for easing the school-to-work transition process. The work-based learning methodology of the professionalisation contract is based on a scheme alternating internships in businesses with classroom-based sessions. The professionalisation contract supports students to take up vocational training, through combination of work in a company and training in a training centre.
Geographical scope of policy or measure	National
Target groups	Youth under 26, whatever their situation on the labour market Unemployed over 26 People benefiting from social incomes
Outputs and outcomes of the policy or measure	In 2016, the number of individuals entering a professionalisation contract was 195,326 (Ministry of Labour). Six months after professionalisation contract, 75% of the recipients are in employment (FPSPP, 2014). They mostly obtain a long-term employment contract (60%) and are mainly employed by the same company (75%) (Ministry of Labour). <ul style="list-style-type: none"> • After a professionalisation contract 24% are unemployed whatever the level of the diploma



	<p>obtained.</p> <ul style="list-style-type: none"> • For young people under 26, professionalisation contract is less attractive than apprenticeship contracts, since financial resources are lower. For employers, professionalisation contracts are also less attractive than apprenticeship contracts since tax incentives are lower, even nil. The number of adult professionalisation contract (people over 45) is quite low (12% of the new contracts in 2016, Ministry of Labour), a figure that could be explained by the weakness of the instrument (Court of Auditors). • Most of the evaluations combine apprenticeships and professionalisation contracts. They generally stress that worked-linked training (alternating off-the-job training and on-the-job training) wide access to jobs and display higher wages, in comparison to scholar vocational training (all things being equal; that means at equal diploma) (Bonnal Fougère and Sérandon, 1997; Bonnal et al., 2003; Simonnet et Ulrich, 2000; Sollogoub et Ulrich, 1999). In France, a same diploma can be obtained by the way of apprenticeship or scholar vocational track. Results are varying according to the level of diploma and to the field of training (Beaupère, Collet, Issehnane, 2017). • Access to job is negatively correlated with the level of diploma: at secondary level, apprenticeship and professionalisation contracts widen significantly access to jobs and reduce duration between graduation and the first job (Cart and Joseph, 2013). This effect comes mostly from the relationship between the youth and the company in which they were in apprenticeship or professionalisation contract (around one third of graduates are hired by the company, so that the part of youth in employment immediately after the program is higher). A few months later, this effect tends to disappear (Cart and Léné, 2014). Wages discrepancies between apprentices and other graduates are observed at higher education level. At secondary level, they are mostly paid at minimum wage level. • Lastly, regarding the skill mismatch, professionalisation and apprenticeship contracts display lower skill mismatch than vocational school tracks, even few years later (Cart and Léné, 2015).
<p>Key conditions for success</p>	<ul style="list-style-type: none"> • Significant role of the public employment service to identify beneficiaries and to support the instrument. • Significant role of joint collecting bodies to manage funding and to provide advices to companies.
<p>Method of assessment</p>	<p>Internal monitoring</p> <p>External evaluation</p>



Latvia

Title of the policy or measure (English)	Subsidised workplace for vulnerable groups of young people
Country	Latvia
Name of the responsible body	The State Employment Agency of Latvia
Geographical scope of the responsible body	National
Name(s) of other organisations involved (partners/sub-contractors)	The Ministry of Welfare of Latvia Employers
Start year of implementation	2014
End year of implementation	Ongoing
EU policy relevance	The measure is in line with the Europe 2020 Strategy on supporting employment by the promotion of a skilled, trained and adaptable workforce and labour markets responsive to economic change with a view to achieving the objectives of full employment and social progress. ⁸
Policy area	Job creation, labour market participation, social inclusion, skills supply
Specific policy or labour market problem being addressed	Youth unemployment (especially long-term unemployment), youth integration into the labour market
Aims and objectives of the policy or measure	<p>The aim of the measure is to promote the integration of the young unemployed into society, to develop their competitiveness and placement in the work by improving their working skills.</p> <ul style="list-style-type: none">• Participation in this measure helps to young people to integrate into the labour market, especially for those who are long-term unemployed, without education and work experience, as well as for young people with disabilities and alternative status.• The measure is a possibility to gain work experience for the youth who cannot adapt to the labour market.

⁸ COUNCIL DECISION (EU) 2015/1848 of 5 October 2015 on guidelines for the employment policies of the Member States for 2015. <http://eur-lex.europa.eu/legal-content/EN/TXT/PDF/?uri=CELEX:32015D1848&from=EN>



<p>Main activities/actions underpinning the policy or measure</p>	<p>The duration of the involvement of young people in the event is 6 or 12 months. The employer provides a newly created workplace (the workplace has been re-created specifically for participation in this event or the workplace is vacant at least 4 months before the start of the event).</p> <ul style="list-style-type: none"> • Young people with disabilities may receive services of an ergotherapist, a surgeon or services from a support person during the event. <p>If necessary, in the first four months of participation, young people have the opportunity to receive support for their regional mobility – funding for travel expenses from the declared place of residence to the workplace and/or the rent of living quarters or accommodation costs (if the workplace is at least 20 km away from the workplace) – provided that the unemployed youth has been declared in the indicated place of residence for at least six months or has changed the declared place of residence at that time, and both the new and the former place of residence are in the administrative territory of the same municipality.</p>
<p>Geographical scope of policy or measure</p>	<p>National</p>
<p>Target groups</p>	<p>Disabled people; Young people (aged 16 to 25 years); People not in education, employment or training (NEETs)</p>
<p>Outputs and outcomes of the policy or measure</p>	<p>According to data from evaluation, from 2014 to 2016, 395 young people finished measure and 324 (82%) of them found a job within 6 months. The research provides detailed opinions by the industry experts.</p> <p>Main positive aspects:</p> <ul style="list-style-type: none"> • For an employer, such a possibility is great assistance financially, as long as the youth learn their work duties; • The employer takes a lower risk if employing the youth without professional skills. <p>Main negative aspects:</p> <ul style="list-style-type: none"> • There is a possibility that the employer will employ the youth for low-skilled jobs; • It should not lead to a situation that the employer recruits the youth only in order to obtain financial support; • It is a negative situation if the employer is not interested in continuing the labour relationship with the youth after the project period; <p>At the end of the project, there is a possibility that the employer can offer the youth to continue working for a lower</p>



	wage.
Key conditions for success	<p>An opportunity for young people to gain a professional experience, skills and competencies for up to 12 months in newly created workplace.</p> <p>For an employer, such a possibility is great assistance financially, as long as the youth learn their work duties.</p> <p>The employer takes a lower risk if employing youth without professional skills. It is a best practice if after the completion of the project they can continue their labour relationship with the youth.</p>
Method of assessment	<p>Internal evaluation</p> <p>External academic studies</p>

Lithuania

Title of the policy or measure (English)	New Start
Country	Lithuania
Name of the responsible body	Lithuanian Labour Exchange (Lietuvos darbo birža)
Geographical scope of the responsible body	National
Name(s) of other organisations involved (partners/sub-contractors)	Private companies
Start year of implementation	2015
End year of implementation	Ongoing
EU policy relevance	<p>This is a core element of the European Youth Guarantee Initiative. Lithuanian labour market is now in a situation where a still relatively high employment does not lead to employment opportunities, despite the fact that businesses are consistently expressing the lack of employable persons and citing it as a key factor in slowing down their growth. Therefore, in the European context the measure focuses to these aspects of European Employment Guidelines: Enhancing labour Supply, Skills, and Competences, and fostering social inclusion, combatting poverty and promoting equal opportunities. The latter, is because the cohort that is most numerous with regard</p>



	to the levels of unemployment come from socially disadvantaged backgrounds.
Policy area	<p>Active labour market policies</p> <p>Education and training systems</p> <p>Job creation</p> <p>Labour market participation</p> <p>Skills supply, productivity and lifelong learning</p> <p>Social inclusion and anti-discrimination</p>
Specific policy or labour market problem being addressed	Long-term young unemployed, especially NEETs
Aims and objectives of the policy or measure	<p>The project is a secondary intervention, aimed at those who will have not achieved desired employment outcomes in another AMLP project: "Atrask save" (Discover Yourself).</p> <ul style="list-style-type: none"> • The project aims to reach out to 13,586 persons from the NEET group. Its primary aim is to provide all these persons with experiences in the labour market, which would ensure their capacity to successfully integrate into it in the long run, and when possible to achieve the goal of integration as a direct result of six interventions. • The bulk of outreach is focused on vocational training, but other measures also are made available, as alternatives or supplements to training. • The outreach is focused on outcomes as follows: vocational training – 9,000 persons; employment subsidies – 4,728 persons; work experience support – 2,232 persons, self-employment – 244 persons, apprenticeships – 138 persons, internships – 139 persons.
Main activities/actions underpinning the policy or measure	<p>The project is a secondary intervention after the more general education-oriented project "Discover Yourself". The data about the participants is shared with the project team of "New Start", which then contacts participants as it sees relevant to inform them and/or encourage participation in the activities of "New Start", in this way "Discover Yourself" acts as a platform to create a data-base for individually-targeted interventions.</p> <ul style="list-style-type: none"> • Vocational training • Employment subsidies • Self-employment • Apprenticeships • Internships
Geographical scope of	National



policy or measure	
Target groups	People not in education, employment or training (NEETs)
Outputs and outcomes of the policy or measure	<p>To date (November, 2017) 11,070 persons participated in project activities overall, of those 6,444 have concluded their participation, of those 4,987 have gained a professional qualification, began studies or were employed; i.e. have fallen out of the NEET category.</p> <ul style="list-style-type: none"> • The activities continuously track such quantitative data, which shows that the project achieves its outreach goals above the planned levels. • Vocational training has been delivered to 7,071 persons (of 9,000 planned for 50% of the project budget). • 3,275 persons received employment subsidies (of 4,728 planned for about 40% of the budget), additional labour skills support was provided for 1,595 persons (of 2,232 planned, for about 60% of the budget), • self-employment support was provided for 231 persons (of 244 planned, for about 70% of the budget), and only internship and apprenticeship activities were not launched by this point. <p>The data is updated at: http://www.ldb.lt/Informacija/ESParama/Puslapiai/esf_naujas_startas.aspx</p>
Key conditions for success	The clear target group, and policy integration of primary (another ESF project "Atrask save", eng. "Discover Yourself") and possibility to use the data from "Discover Yourself" to tailor solutions to a young person means that red-tape and need for inter-ministerial co-ordination is removed, reducing administrative burdens for the project implementers and creating a functional one-stop-shop service for NEET youths.
Method of assessment	<p>Internal monitoring</p> <p>Internal evaluation</p> <p>External evaluation</p>

Malta

Title of the policy or measure (English)	SEC Revision Classes
Country	Malta



Name of the responsible body	Ministry for Education and Employment
Geographical scope of the responsible body	National
Name(s) of other organisations involved (partners/sub-contractors)	Not applicable
Start year of implementation	2014
End year of implementation	Ongoing
EU policy relevance	This measure is in line with the European Employment Strategy, Employment Guideline 6: "Enhancing labour supply, skills and competences", which among others specifies the need for governments to address structural weaknesses in education to ensure quality learning outcomes and to reduce the number of early school leavers and increase educational attainment. In particular, this measure forms part of Malta's programme to implement the Youth Guarantee. The latter is a commitment by all EU Member States to ensure that all young people under the age of 25 years receive a good-quality offer of employment, continued education, apprenticeship, or traineeship within a period of four months of becoming unemployed or leaving formal education.
Policy area	Education and training systems
Specific policy or labour market problem being addressed	<p>Malta has a high ratio of young persons who do not further their education beyond compulsory schooling. Many of these find low level jobs, while others become unemployed. Besides, about 300 school leavers become inactive every year. These so-called 'disappearing youth' are annually lost from public records relating to education and work once they leave compulsory education.</p> <p>The SEC Revision Classes aim to address the low grades in important SEC subjects, which significantly reduce the students' post-secondary routes, putting young people at a strong risk of exiting the educational system without a sound qualification attainment.</p>
Aims and objectives of the policy or measure	To improve the grades of students who obtain a grade of six or lower in at least one of five specific subjects at SEC level (Maltese, English Language, Mathematics, Biology and Physics), or who were absent from those exams. (SEC qualifications enable students to further their studies at post-



	secondary level).
Main activities/actions underpinning the policy or measure	<p>Free revision classes are provided in Maltese, English Language, Mathematics, Biology and Physics, which are important subjects in Malta's educational framework.</p> <ul style="list-style-type: none"> • Students can apply for up to three of the listed subjects if they have obtained a Grade 6 or lower in them. These classes are provided between the end of July and the end of August in four centres across both Malta and Gozo. • Each subject entails 30 hours of lessons, consisting of six hours per week over a period of five weeks. Lessons are held from Monday to Saturday in mornings and afternoons. • Classes are kept small, accommodating a maximum of 15 students, thus enabling more opportunity for personal attention. • Participants are also provided with free past papers. • During this programme, young people are assisted by qualified teachers to achieve higher grades. • Participants are also encouraged to enrol in an educational institution to further their educational attainment prospects.
Geographical scope of policy or measure	National
Target groups	Young people (aged 16 to 25 years)
Outputs and outcomes of the policy or measure	<ul style="list-style-type: none"> • 2,097 students participated in this measure between 2014 and 2016 (Government of Malta, 2017e). • Data for 2014 shows that 60% of all eligible persons participated in this measure (Maltatoday, 2014). • Data for 2016 indicates that students who attended the revision classes achieved better results in the SEC resits than their peers who did not participate in such classes (Ministry for Education and Employment, (2016b).
Key conditions for success	<ul style="list-style-type: none"> • A major success factor of this initiative is the strong publicity spearheaded by the Minister for Education and Employment which ensures a high uptake of the measure. • Besides the initiative is relatively easy to offer as long as there are the necessary funds and the educational system provides the opportunity to re-sit exams at the end of summer. • There is no need to re-develop curricula, as these are the same ones that students studied during the normal academic year (though such curricula have to



	<p>be adapted).</p> <ul style="list-style-type: none"> Teachers are attracted to the programme as they earn extra money during their time of inactivity. The measure is particularly beneficial for families who would have found it financially difficult to send their children to private classes. Before 2014, students who failed in their SECs could only have access to often-expensive private tuition. By eliminating the fees associated with such classes, a significant percentage of students are now encouraged to revise SEC subjects in summer under the guidance of qualified teachers and re-do the exams in September.
Method of assessment	Internal monitoring Internal evaluation

Romania

Title of the policy or measure (English)	Dual vocational education and training
Country	Romania
Name of the responsible body	Inspectoratul Scolar Judetean Sibiu
Geographical scope of the responsible body	Local
Name(s) of other organisations involved (partners/sub-contractors)	Colegiul Tehnic 'Independența' Sibiu (CTIS) (public school) Marquardt Schaltsysteme Sibiu (private company)
Start year of implementation	2014
End year of implementation	Ongoing
EU policy relevance	<p>This intervention has a medium EU policy relevance.</p> <p>It responds to EU policy imperatives of improving national systems through the European quality assurance framework for vocational education and training (EQAVET). It is in line with the European move towards transforming the general perception on VET. The intervention is related to the overarching EC Communication on how to boost jobs and growth, while maintaining sound public finances. In particular, it is part of the reforms for improving the labour market relevance of education, vocational education and training. Also, it responds to the New Skills for New Jobs initiative and</p>



	<p>to Council Recommendation (2017) to align VET system with labour market needs.</p> <p>The intervention is also related to the European Employment Strategy (EES), in particular the Apprenticeships, as the young people in VET (although not being technically 'apprentices'), share their time between learning in school and training in a company. They also have a contract with the company and get paid for their work.</p>
Policy area	<p>Education and training systems Labour market participation</p>
Specific policy or labour market problem being addressed	<p>The intervention is situated in the broader context of Vocational Education and Training (upper secondary educational provisions to young people aged 15-17, leading to a Level 3 qualification). The measure takes place in a context where there is high labour market demand for qualified workers and the educational provision via conventional routes (school-based) is either insufficient or of inadequate quality.</p> <p>In recent years, several foreign companies have been particularly influential in proposing a dual model (which involves a stronger participation of companies in the selection of pupils, curricula and practice). There is a recent legal framework in place that gives the possibility for companies to be involved in dual schools. For the time being, there are very few examples of dual schools. The majority of young people in VET remain to gain education and training in schools that are severely underfunded, with outdated curricula and infrastructure.</p>
Aims and objectives of the policy or measure	<ul style="list-style-type: none"> • Provision of vocational education and training (VET) to young people, within the secondary education system, through a dual model (partnership between a public vocational school, a private company and students).
Main activities/actions underpinning the policy or measure	<ul style="list-style-type: none"> • Secondary education in several academic disciplines • Provision of level 3 qualification in mechanical area in automotive industry (cnc operators, tool makers, electromechanical) • Financial incentives (from the Ministry of Education and from the private company providing training) • Guidance and mentorship for personal development • Academic recovery and gradual introduction into work • Employment in a company with real advancement opportunities
Geographical scope of policy or measure	<p>Local</p>



Target groups	Young people (14-15 years old) enrolled in the vocational school of Colegiul Tehnic Independența based on the certificate of completing grade 8 of basic school ⁹
Outputs and outcomes of the policy or measure	<p>The major indicators of success: upon finishing the three years of VET, 6 of the 7 young people received the level 3 certificate as cnc operators, tool makers, electromechanical and were employed by the implementing company.</p> <ul style="list-style-type: none"> • The intervention is part of a dual model in VET, which is very new in Romania. In the situation presented, however, the target group was socio-economically disadvantaged and extremely uncompetitive (e.g. functionally illiterate young people with grades of 2 on a scale 1 to 10, at the national evaluation). As the intervention was small in scale, it allowed for a very close relationship with the coordination staff from the company. Both the level of professional training and mentorship were high. • This was a local, small-scale intervention. The effect was not as much a matter of magnitude, but it sent a powerful social message for Romania’s public education and the companies involved in the dual system. The social significance of an intervention leading to high technical performance from disadvantaged and ‘hard to reach’ young people, is high.
Key conditions for success	<ul style="list-style-type: none"> • A legal frame that enables public-private partnerships within dual systems of VET; • companies’ financial and social responsibility • companies’ openness to the idea that it is possible to gradually train and obtain high results when working with young people that are functionally-illiterate • social commitment of the coordinating staff • public school staff openness to do extra-work for meeting the high demands of a dual system, yet without extra-payment • personal commitment from young people and their parents
Method of assessment	Internal monitoring Internal evaluation

⁹ There was no further selection or screening. In the academic year 2014/15, 7 students (14-15 years old) were enrolled. All had extremely low academic performance.



Slovakia

Title of the policy or measure (English)	Contribution to graduate practice
Country	Slovakia
Name of the responsible body	Ministry of Labour, Social Affairs and Family of the Slovak Republic
Geographical scope of the responsible body	National
Name(s) of other organisations involved (partners/sub-contractors)	Office of Labour, Social Affairs and Family (OLSAF)
Start year of implementation	2004
End year of implementation	Ongoing
EU policy relevance	<p>The contribution to graduate practice is in line with the Europe 2020 strategy. Also, the measure is one of the measures under the Youth Guarantee.</p> <p>It is also in line with the Employment Guidelines and with several EU instruments such as the European Social Fund (ESF). Regarding Employment Guidelines, the graduate practice follows the Guideline 6: „enhancing labour supply, skills and competences“. The graduate practice tackles mainly the problem of high unemployment of youth in Slovakia. By training in work environment it significantly enables participants to enter to the labour market. The measure has strongly preventive effect before getting long-term unemployed and inactive.</p>
Policy area	Active labour market policies
Specific policy or labour market problem being addressed	<p>Youth unemployment. Graduates unemployment.</p> <p>The youth unemployment in Slovakia was for a long time the most serious problem within the total unemployment rate. The most problematic was considered the alarming high unemployment of graduates, especially high school graduates. The problem was mainly caused because of the structural inconsistencies in the relation between education and job market. The education system was not sufficiently preparing students for practice as well as for entering to the regular job market. Very often students graduated in programs and qualifications, which were not required on the job market. The need of the reform of education was recognized, but any</p>



	reform of this kind takes a long time. The graduate practice was adopted as a measure to solve these inadequacies and to help graduates “here and now” to overcome their working and qualification insufficiencies. It has strong preventive potential for young people before getting long-term unemployed. What is more, it significantly improves chances of young people to successfully enter to the job market.
Aims and objectives of the policy or measure	The aim of the measure is to support young people entering the labour market. The objective of the measure is to acquire professional skills and practical experiences in adequate level of education and qualification by an employer and thus broaden possibilities of finding job.
Main activities/actions underpinning the policy or measure	Contribution to graduate practice is targeted at young people, graduates, registered with the labour offices as job seekers. <ul style="list-style-type: none"> • Duration of the participation in program is from 3 months to 6 months with the maximum of 20 hours per week and without the possibility to prolong or repeat it. • The amount of the participant’s contribution was at the level of 100 % of the minimum income standard but recently it has been decreased to 65 %. Besides, the practice has to correspond strictly with the participant’s education. • After the completing of the practice, the employer issues to the participant confirmation about the completing of the practice. If the company is satisfied with a participant’s graduate practice, it may offer him a permanent job.
Geographical scope of policy or measure	National
Target groups	Young people (aged 16 to 25 years) Young people until 26 years, maximum 2 years after the finishing of the study, without any regular payed employment during this period, person must be registered at least 1 month at the OLSAF (job seeker)
Outputs and outcomes of the policy or measure	There is a compliance in evaluations about the measure of graduate practice, as an effective and successful one. The participation in the measure has positive impact on employment and employability of involved young people. <ul style="list-style-type: none"> • According to the IFP evaluation, the measure improves chances to get a job significantly. The comparison of participants and control group according to the success on the labour market, shows the difference more than 10 percentage points in favour of participants. • Regarding costs there is better return comparing to



	other existing measures.
Key conditions for success	<ul style="list-style-type: none"> The measure targets groups of young people who are not seriously disadvantaged on the labour market. They have qualification and completed education. Their only disadvantage on the labour market is the lack of practical experiences within the studied field in the working environment. It helps them to overcome lack of practice or working experience, or knowledge of the working environments etc.
Method of assessment	<p>Internal monitoring</p> <p>External academic study</p> <p>External evaluation</p>

Slovenia

Title of the policy or measure (English)	From College to Practice
Country	Slovenia
Name of the responsible body	Ministry of Labour, Family, Social Affairs and Equal Opportunities (MDDSZEM)
Geographical scope of the responsible body	National
Name(s) of other organisations involved (partners/sub-contractors)	<p>Employment Service Slovenia (ESS)</p> <p>Private employers</p>
Start year of implementation	2015
End year of implementation	2015
EU policy relevance	Co-funded by European Social Fund, implemented within the Operational Program for the Development of Human Resources for the Period 2007-2013, 1. Development Priority "Promoting Entrepreneurship and Flexibility", Priority Direction 1.2 "Education and Training for Competitiveness and Employability"
Policy area	<p>Employment</p> <p>Labour Market Policy</p>
Specific policy or labour	Employability of youth



market problem being addressed	Tackling unemployment
Aims and objectives of the policy or measure	The aim of the programme was to encourage the acquisition of the first working experience of young unemployed persons from the target group by systematically training them according to the previously prepared program with the employer, by which they expand and deepen the knowledge, skills and competences acquired during formal education, which will provide the basis for successful and efficient performance concrete work with the employer.
Main activities/actions underpinning the policy or measure	The measure is a combination of wage subsidy and training on the workplace. With a public invitation 820 jobs are provided for unemployed young graduates through an incentive paid to employers. Improving employment Traineeship, if so provided, shall be conducted for at least one year for full-time at the workplace, the corresponding level of education of the person involved.
Geographical scope of policy or measure	National
Target groups	Unemployed persons with a tertiary level of education up to and including 29 years old who are kept in the register of unemployed persons and are at the same time seeking first employment. Also target groups: <ul style="list-style-type: none"> - Young people (aged 16 to 25 years), - NEETs, - Long-term unemployed (more than 12 months).
Outputs and outcomes of the policy or measure	According to the Annual report on the implementation of state measures in the labour market for year 2016 (Letno poročilo o izvajanju ukrepov države na trgu dela 2016) ¹⁰ : <ul style="list-style-type: none"> • 820 people from the target group were planned to be covered by measure. According to the Statistical Office, 765 unemployed persons from the target group were included, which is 93% of the planned number of inclusions; • The aim of the program was to enable at least 55% of women's employment, 451 in total. Of the 765 unemployed persons who participated in the program, there were 443 women (or 58%, which means that the target was exceeded by 3 percentage points). Of the 451 women enrolled, 443 involved in the program, which translates into a 98% target achievement. • 635 were still employed after the expiration of measure, which is 83% success rate.

¹⁰See: http://www.mddsz.gov.si/fileadmin/mddsz.gov.si/pageuploads/dokumenti_pdf/priloga_lp2016.doc



Key conditions for success	Appropriate time period of subsidy – the traineeship was subsidized for 12-months. As mentioned above, the sole duration provided employers with enough time to get acquainted with potential employees. Subsidy also lowered the risk for employers as their labour cost was cut.
Method of assessment	External evaluation

Spain

Title of the policy or measure (English)	Employment Shuttles
Country	Spain
Name of the responsible body	Fundación Santa María La Real (FSMLR)
Geographical scope of the responsible body	National
Name(s) of other organisations involved (partners/sub-contractors)	<p>Regional Government of Cantabria</p> <p>Provincial Governments of Alava, Tenerife, and Vizcaya</p> <p>Local Governments of Calviá, Carcaixent, Gandía, Gijón, Guía de Isora, Moralzarzal, Valdepeñas, and Valladolid</p> <p>Regional Public Employment Services: Castilla y León; Extremadura</p> <p>Fundación Telefónica; Fundación Barclays; Obra Social La Caixa; Fundación Ebro Foods; Fundación Caja de Burgos (Private foundations)</p> <p>Fundación Andalucía Emprende; Universidad de Burgos (Public institutions)</p> <p>Universidad Internacional de La Rioja; Acción contra el Hambre (NGO)</p>
Start year of implementation	2014
End year of implementation	Ongoing
EU policy relevance	Reducing youth unemployment and promoting youth employment are core goals of EU policy. First, inclusive growth is a central objective in the Europe 2020 strategy. Thematic objectives within it are the promotion of social inclusion, combating poverty and countering discrimination, together with the promotion of employment and supporting labour



	<p>mobility. Second, the struggle against youth unemployment is also a core component of Youth Guarantee and Youth Employment Strategy.</p> <p>The measure is financed by the Young Employment Initiative and is relevant to EES Employment Guideline 6: “enhancing labour supply, skills and competences”, as it can be thought of as part of comprehensive and mutually reinforcing strategies that include individualised active support for a return to the labour market. Also, it is relevant to Guideline 8, given that it promotes active inclusion, including labour activation enabling services.</p>
Policy area	Active labour market policies, Labour market participation
Specific policy or labour market problem being addressed	Youth unemployment
Aims and objectives of the policy or measure	<p>The main objective of this measure is helping unemployed young people under 35 to find a job either as an employee or self-employed. Underpinning objectives are:</p> <ul style="list-style-type: none"> • Ensuring that at least 40% of young people who participate can either find a job or enrol in formal education. • Developing employability skills and transversal skills of young participants.
Main activities/actions underpinning the policy or measure	<ul style="list-style-type: none"> • Each shuttle brings together 20 participants during 5 months under the direction of a coordinator who acts both as an individual coach and as group coach. • Promoting job transitions among participants is done by means of working together on the improvement of their professional careers and by promoting the acquisition and development of key skills that are not usually part of the education system.
Geographical scope of policy or measure	National
Target groups	<p>Long-term unemployed (more than 12 months)</p> <p>Young people (16 - 25 years old)</p> <p>Low-skilled people</p> <p>At least 67 per cent of participants must be LTU below 35 years old who may be considered disadvantaged due to long-term unemployment, disability and/or low-skills. Selection into the programme takes these into consideration, as well as personal interviews aimed at evaluating attitudes towards labour market careers, and it is intended that each shuttle is formed by a heterogeneous group of people.</p>
Outputs and outcomes of	During 2014-2015 a total of 1.000 participants benefitted from the shuttles, organized in groups of 20 people per shuttle. The



the policy or measure	number of participants during the entire running period is yet unknown, but objectives for the 2016-2019 aim at reaching 11,350 young people through a total of 454 "Lanzaderas". <ul style="list-style-type: none">• As of November 2017 there were 48 shuttles in action.• According to the evaluation of the 2014-2015 "Lanzaderas de Empleo" project, 60,1% of participants had found a job that lasted a minimum of two months after the completion of the programme.
Key conditions for success	<ul style="list-style-type: none">• The involvement of public and private partners, with cooperative efforts in the pursuit of work insertion of participants, seems a key issue. Of particular importance are the roles of private firms and foundations, which have closer relationships with job-creating endeavours.• Participants' attachment to the measure is key for their corresponding attachment to the labour market and job-search efforts. Their active participation in the shuttle activities is a necessary condition for success.
Method of assessment	Internal evaluation External evaluation



Part III: Policy interventions that could be considered for inclusion in the Database of labour market practices if some informational/evaluation deficits are filled in.

Based on the national reports, the selected interventions are presented below with description of their design, target groups, implementation, results and evaluation.

Country fiches

Belgium

Title of the policy or measure (English)	First job convention
Country	Belgium
Name of the responsible body	Actiris (PES of the Brussels-Capital Region)
Geographical scope of the responsible body	Regional
Name(s) of other organisations involved (partners/sub-contractors)	Not applicable
Start year of implementation	2014
End year of implementation	Ongoing
EU policy relevance	The program is part of the Youth Guarantee which aims to offer young people aged 18 to 24 who are unemployed, to benefit from a job, an apprenticeship or a traineeship within a period of four months of losing their job or leaving formal education. That should lead to an improvement of young people's labour market performance.
Policy area	Active labour market policies Job creation
Specific policy or labour market problem being addressed	The main problem being addressed was the unemployment of young people without qualifications and with little prospects to enter the labour market.



	<p>The position of young people on the labour market in Brussels is very problematic. The unemployment rate for 15-24 is 35.9% according to Eurostat (2016) and the NEET rate is 15.2%. Similarly, the activity rate in Brussels was 23.4% among 15-24, compared with 31.4% in Flanders and 25.2% in the Walloon Region (28.5% in Belgium and 41.5% in EU-27). At the level of education and training, young people in Brussels are very likely to leave school prematurely: 14.8% of the 18-24 against 6.8% in Flanders and 10.3% in Wallonia.</p>
Aims and objectives of the policy or measure	<p>The main objective of this measure is to enable young unemployed jobseekers under the age of 26 to enter the labour market by offering them a first-time employment contract for a period of one year in an organization of public interest (OPI). The aim is therefore to increase the chances of young people with low qualifications to find a job at the end of their contract. Several studies show that an unemployment experience at the beginning of a professional career can durably deteriorate the employability of the people concerned in the longer term, as the risk of unemployment is indeed higher during their career. In this context, this measure seems to be an adequate response to avoid a negative signal for future employers.</p> <p>The second goal of this program is to improve their training. This first professional experience allows them to acquire the professional skills necessary to be hired, at the end of their "first job convention", in the same OPI or to facilitate their engagement in another organization or another company.</p>
Main activities/actions underpinning the policy or measure	<p>The OPI are committed to accompany and train the young person for a minimum of 30% of his working time.</p> <p>This first professional experience allows them to acquire the professional skills necessary to be hired, at the end of their CPE (Convention de Premier Emploi), in the same OPI or to facilitate their engagement in another organization or another company.</p>
Geographical scope of policy or measure	Regional
Target groups	Low-skilled young people
Outputs and outcomes of the policy or measure	<p>According to the monitoring carried out by the Brussels Observatory of Employment, 415 young people were beneficiaries of the measure in 2016.</p> <p>In 2016 there were 312 men and 103 women. There were more young employees as blue-collars (256) than as white collars (159). Finally, young people finished primary school (167) or secondary school (233).</p>



<p>Key conditions for success</p>	<ul style="list-style-type: none"> • Valuing this experience with private sector employers. It is important that this experience does not appear to private sector employers as a negative signal. Some studies show that training provided by public programs can be misinterpreted by employers ("last chance" training). • Economic interest for the employer. The employer must see this apprenticeship funded by the public authorities as an opportunity to train a worker to meet his needs. • The high cost of the measure must show results. To do this, it is necessary to make sure that the young person stays in the company or finds a job quickly once he has finished his internship.
<p>Method of assessment</p>	<p>Internal evaluation</p>

Cyprus

<p>Title of the policy or measure (English)</p>	<p>Program for Youth 25-29 Not in Education, Employment or Training – NEETs.</p>
<p>Country</p>	<p>Cyprus</p>
<p>Name of the responsible body</p>	<p>The Department of Labour of the Ministry of Labour (HRDA)</p>
<p>Geographical scope of the responsible body</p>	<p>National</p>
<p>Name(s) of other organisations involved (partners/sub-contractors)</p>	<p>N/A</p>
<p>Start year of implementation</p>	<p>2014</p>
<p>End year of implementation</p>	<p>Ongoing</p>
<p>EU policy relevance</p>	<p>The measure corresponds to the European Council recommendation on the 2017 National Reform Programme of Cyprus, more specifically to: "improving the quality of active labour market policies delivery".¹¹</p>
<p>Policy area</p>	<p>Youth employment and training; on the job training; social inclusion in the context of active labour market policies; Job</p>

¹¹ Programme of Cyprus and delivering a Council opinion on the 2017 , Brussels, 22.5.2017 COM(2017) 512, <https://ec.europa.eu/info/sites/info/files/2017-european-semester-country-specific-recommendations-commission-recommendations - cyprus.pdf>



	creation and Labour market participation.
Specific policy or labour market problem being addressed	Mismatch between skills and jobs available for employment
Aims and objectives of the policy or measure	<p>Placement of tertiary graduates in specific jobs.</p> <p>The Scheme aims to help to reduce the financial burden, which is significant for SMEs, incurred by employers during the initial training period of new recruits.</p> <p>It is considered that the practice will benefit business and organizations as follows:</p> <ul style="list-style-type: none"> • Improve their organization and management through staffing with people with an appropriate background. • More rational allocation of tasks / responsibilities to executives of the business / organization to disarm the general management. <p>Trainee Benefits:</p> <ul style="list-style-type: none"> • Facilitate their integration into the labour market and their professional rehabilitation. • Familiarize the trainee with the work environment and provide opportunities for additional knowledge and professional experience. • Use of the HRDA's knowledge and experience for effective start of their professional career and rapid development.
Main activities/actions underpinning the policy or measure	<p>The main activity is the placement of the graduate as trainee with specific jobs for an employer.</p> <ul style="list-style-type: none"> • A grant is paid to cover the training costs of the graduate that the employer bears in accordance with the Project Sponsoring Policy. Payment of the grant is governed by Regulation (EU) No 1407/2013 of 18 December 2013 on the application of Articles 107 and 108 of the Treaty on the Functioning of the European Union to de minimis aid. • HRDA sets the minimum gross wage paid by the employer during the program to the graduate. Total expenditures for the program on annual basis. €6.700.000 • The ceiling is €8.400 per beneficiary and covers 70% of the income of the employee. It covers a period of 10 months subsidized income and 2 months without subsidy.
Geographical scope of policy or measure	National
Target groups	All young persons under 30 People not in education,



	employment or training (NEETs)
Outputs and outcomes of the policy or measure	This is considered by authorities to be a successful programme but no evaluation has been carried out yet for the current scheme. Until 27.11.2017 there were 842 persons listed.
Key conditions for success	<ul style="list-style-type: none"> • Further simplify procedures and flexibility and make the system less bureaucratic but ensure standards. • Ensure employer engagement by keeping the system simple, especially friendly for SMEs • Ensure that training is tailored to individual and company needs. • Effectively combines training and wage subsidies. • Address the downsizing and low investment problems for SMEs due to the economic crisis, which may mean low skills, standards for young graduates • Address highly skilled needs of young people, when the priority is for those without basic qualifications and the long-term unemployed still remain a priority. • Ensure that measures w combine “real” work experience with training are effective in ensuring a smooth transition into the labour market. • Ensure that education and training need to be relevant to labour market needs. • Ensure cost-effectiveness. • Improve studies and evaluations are needed to provide the evidence to underpin the investment in this type of measure. • Ensure that the scheme is responsive to different economic circumstances. • The combination of individualised action plans and on the job training to make the scheme relevant to broader economic policies
Method of assessment	External monitoring

Czech Republic

Title of the policy or measure (English)	The Journey to Succeed in the Labour Market
Country	Czech Republic
Name of the responsible body	Fund for Further Education (FDV) ¹²

¹² FDV is an agency subordinated to and co-funded by the Ministry of Labour and Social Affairs



Geographical scope of the responsible body	National
Name(s) of other organisations involved (partners/sub-contractors)	Network of partners ¹³ .
Start year of implementation	2016
End year of implementation	2020
EU policy relevance	<p>The measure is relevant for the second and third point in Employment Guidelines of the European Employment Strategy, namely, to “enhance labour and skills supply” and to ensure “better functioning of the labour market”. In particular, the measure has the potential to enhance labour supply of school leavers, prevent or reduce their unemployment, as well as to improve the efficiency and quality of the matching of school leavers and companies. It also fosters business-education partnerships.</p> <p>The program is not linked to any of the EU Initiatives but it is funded (over 80 % of its budget) from ESF Operational Programme Employment.</p>
Policy area	<p>Education and training systems</p> <p>Labour market functioning and segmentation</p> <p>Skills supply</p> <p>Productivity and lifelong learning</p>
Specific policy or labour market problem being addressed	<p>The measure helps prevent unemployment among school leavers and improve the quality of the match between the school-leavers and their first jobs.</p> <p>The major disadvantage of the school leavers when they enter the labour market is a lack of work experience and limited knowledge of (and relation to) the industry of their field of study. Similarly, companies that hire school leavers face the risk following from the lack of knowledge of the candidates and the costs of the initial training phase of a candidate with no work experience.</p> <p>The lack of information the companies and the candidates have may lead to suboptimal matching outcomes.</p> <p>School-leavers are less attractive to employers and often become unemployed due to the lack of work experience, lack of soft-skills and job search competencies, due to the lack of</p>

¹³ schools, firms, student agencies, etc.



	information about firms, types of work, vacancies etc. Firms are also reluctant to hire school-leavers due to the lack of work experience and no information about their productivity.
Aims and objectives of the policy or measure	<ul style="list-style-type: none"> • Increase the chance of school-leavers to find a well-matching first job by providing students (in the final 1-2 years of their education) a traineeship in a firm, a course of soft skills and career counselling. • Provide students with at least some work experience (via the traineeship) and with additional competencies to increase their employability and job search outcomes.
Main activities/actions underpinning the policy or measure	<p>This measure provides “soon-to-be” school leavers with the first work experience (via traineeship in a company), career counselling, and basic work and job search competencies. It provides financial incentives to the companies to offer the traineeships (helps cover the cost of a trainee).</p> <p>Each student participates in a “course” that has three components:</p> <ul style="list-style-type: none"> • internship (traineeship) in a firm in student’s field of study, with a mentor (The internship often takes place during the summer before the school completion.) • e-learning course of soft skills • career counselling with HR specialist (job interview skills, CV writing) • The participants receive a certificate that they completed all the components of the course. The traineeship may result in future cooperation between the student and the company. • The duration of the “course” is 80-240 hours (1 - 6 months). • Planned (expected) number of people covered: 4 500, which corresponds to ca 0.5-1% of the entire group of students entitled to participate over the duration of the programme.
Geographical scope of policy or measure	National
Target groups	<p>School-leavers</p> <p>Eligibility criteria: full-time students younger than 26 in their final 1-2 years of the schools at the secondary or tertiary education level</p>
Outputs and outcomes of the policy or measure	<p>According to information from the evaluation reports submitted by the firms at the end of the traineeships, 31 % of trainees were offered an “agreement on work performance” (onetime work contract for a specified work with limits on hours worked and total remuneration), 10 % were offered a regular work contract, and 12 % were offered an external cooperation (e.g.</p>



	<p>as self-employed) and 13 % were offered other forms of (unpaid) cooperation relevant for their final year(s) of education.</p> <ul style="list-style-type: none"> • Number of courses initiated (i.e. number of supported participants) since the beginning in December 2016 till the end of 2017: 574 • Approximately 75% of participants of these courses were students at final years of tertiary education. • Total expenditure per beneficiary: 2,200 EUR (59,400.20 CZK) (calculated as total expenditure per the planned number of people covered) <p>Up to date (January 2018) information from the evaluation reports submitted by the firms at the end of the traineeships:</p> <ul style="list-style-type: none"> • Out of all the traineeship participants: 50 % were offered (by the end of the traineeship) some kind of cooperation by the firm in the case of other 27 % of the participants, the firm was considering to offer some kind of cooperation • Out of the 50 % who were offered cooperation: 60% of trainees were offered an "agreement on work performance" (onetime work contract for a specified work with limits on hours worked and total remuneration), • 23% were offered a regular work contract, • the remaining 17% were offered some kind of other cooperation, e.g. external cooperation (e.g. as self-employed) or some unpaid cooperation relevant for their final year(s) of education
<p>Key conditions for success</p>	<ul style="list-style-type: none"> • Information provided via centralized website – database of the offered traineeships - that the students can choose from and where firms can post their traineeship offers. Transparency, user-friendly website, clear and structured information provided. • Close cooperation with the companies – to make sure that the companies understand the benefits of the traineeships, that there are enough companies interested, that there are enough traineeships offered. I.e. make sure there is demand for trainees. • Close cooperation with the students – visit schools, organize career workshops etc. spread the information, to make sure student know about this opportunity, understand its value and use it. I.e. make sure there is supply for trainees. • All of the above is already implemented. However, to make the measure indeed effective – once fully implemented – the measure should try to identify and target those students that need the help most, i.e. the most risky groups among the students. • Sustainability – the success of this measure also



	depends on its long-term continuation. Once students and firms realize the value of the traineeships, both sides should be more motivated to participate. While the measure is now funded from ESF only until 2020, it is very important that the interactions between firms and students continue. If the traineeships prove indeed useful for the firms, the size of the subsidy to firms could be possibly reduced (with firm increasing its share in the traineeship costs).
Method of assessment	Internal monitoring Internal evaluation ¹⁴

Denmark

Title of the policy or measure (English)	Youth Unemployment Benefits
Country	Denmark
Name of the responsible body	Ministry of Employment
Geographical scope of the responsible body	National
Name(s) of other organisations involved (partners/sub-contractors)	Local jobcentres
Start year of implementation	1996
End year of implementation	Ongoing
EU policy relevance	The practice relates to the EES target of enhanced labour and skills supply , by tackling youth and long-term unemployment.
Policy area	Social security system Active labour market policies Labour market participation
Specific policy or labour market problem being addressed	YUB addresses youth unemployment, specifically the problem of economic disincentives of relatively generous social security system
Aims and objectives of	To increase the economic incentives for active job search

¹⁴ To be published in 2018



the policy or measure	or education for young unemployed persons
Main activities/actions underpinning the policy or measure	The amount of Unemployment Insurance Benefits (UIB) declines by 50 percent for young people within the target group, who have been unemployed for more than 26 weeks. The daily allowance falls from DKR 849 to DKR 425 (114 Euro to 57 Euro a day). Benefit reductions are combined with earlier and more intensive activation programs for young people.
Geographical scope of policy or measure	National
Target groups	<p>Young persons in long-term unemployment (more than 6 months) and “not in education, employment or training” (NEET):</p> <ul style="list-style-type: none"> • When the program was introduced in 1996, it was targeted at young recipients of UIB below 25 years without vocational qualifications. After 6 months of unemployment, the young persons had a “right and obligation” to participate in education and training for min. 18 months. • Due to the success of the YUB, the target group was expanded in the following years. First, other group of young unemployed on insurance benefits were included, like persons with vocational training and recipients between 25-29 years. Second, reduced benefits was extended to cover young recipients of social assistance to motivate them to take up vacant jobs or start on ordinary education.
Outputs and outcomes of the policy or measure	<p>Initial evaluations conducted by the Ministry of Employment and the Danish Social Research Institute. The main outcomes that were documented by these evaluations were as follows:</p> <ul style="list-style-type: none"> • a dramatic decline in youth unemployment in the late 1990s • a major decline in the target group of young recipients of UIB. <p>The success was related to a general decline in open unemployment, but also to the introduction of the YUB.</p>
Key conditions for success	<p>If the main cause of unemployment within the target group of young people is economic disincentives to take up jobs or education, then benefit reductions have a documented “motivation effect” in the Danish case.</p> <ul style="list-style-type: none"> • Targeting of the program is of crucial importance, since it is more effective for the most resourceful young unemployed. <p>Benefit reductions targeted young unemployed individuals are only relevant in countries with high (generous) income replacement in which potential disincentives problems may occur.</p> <ul style="list-style-type: none"> • To be successful benefit reductions should be



	<p>combined with early and intensive activation programs to assist those that cannot find jobs on their own.</p> <p>To function properly, there need to be alternative “exit routes” to unemployment, i.e. either a labour market with demand for youth labour and/or an education system with affordable and relevant education possibilities.</p>
Method of assessment	<p>External academic study</p> <p>External evaluation</p> <p>Internal evaluation</p>

Hungary

Title of the policy or measure (English)	Traineeship programme to support school-leavers
Country	Hungary
Name of the responsible body	Ministry for National Economy (MNE)
Geographical scope of the responsible body	National
Name(s) of other organisations involved (partners/sub-contractors)	Nemzeti Foglalkoztatási Szolgálat (NFSZ) – National Employment Service (public employment service) Szakképzési centrumok (vocational training centres)
Start year of implementation	2016
End year of implementation	Ongoing
EU policy relevance	The Traineeship programme increases the employability of young people with secondary vocational education by providing early work experience and also contributes to job creation. Thus, it is in line with Guideline 6: “Enhancing labour supply, skills and competences” of the Guidelines for the employment policies of the Member States for 2015. Moreover, the programme is part of the Youth Guarantee scheme to tackle youth unemployment.
Policy area	Active labour market policies Job creation Labour market participation



<p>Specific policy or labour market problem being addressed</p>	<p>Young people with secondary vocational education face the problem of high unemployment due to the lack of necessary work experience. Hence, it is important to promote the acquisition of skills and work experience of young people with vocational education. The focus of this programme is therefore to support the strengthening of the professional career of young people without tertiary education.</p> <p>Through the participation in a traineeship, young people can get real work experience, thus improving their employability and long-term labour market chances.</p>
<p>Aims and objectives of the policy or measure</p>	<p>The main aim of the measure is:</p> <ul style="list-style-type: none"> • promoting job creation • utilization of secondary vocational qualifications acquired through school-based training • adult education or adult training. <p>The aim will be achieved through helping young people in gaining early work experience, and thereby increasing their later employability.</p>
<p>Main activities/actions underpinning the policy or measure</p>	<p>The traineeship programme provides for wage and social contribution subsidies for businesses for the employment of trainees for nine months (with additional 4.5 mandatory employment afterwards) for employment involving the increase of the statistical number of the employees in the company. At the same time, it provides subsidies for the wages of the internal trainee mentor, and if necessary, also subsidies for the development of the infrastructure of the new position (if the mentor is not chosen from already existing employees). Vocational training centres, which monitors trainees' progress, are provided support as well.</p> <p>Young people under the age of 25 must be registered jobseekers at the PES office in the Youth Guarantee scheme, with secondary vocational qualifications. They need to register before the employment relationship is established and must not have been employed by the same firm previously. The businesses (SMEs) may recruit their own trainees that are fulfilling the eligibility criteria, or if they cannot find a suitable candidate, the PES offices will assist businesses in finding trainees. Besides the PES offices, businesses and young people are also supported by the designated vocational training centres nearest to the head office or site of the company. The role of the vocational training centres is mainly to raise awareness on the programme among the target group of young people (recruitment), to deepen the trainees' knowledge and to monitor trainees' progress and evaluation. The training centres therefore closely cooperate with the</p>



	businesses, more specifically with designated internal mentor assisting the trainees.
Geographical scope of policy or measure	Regional
Target groups	People not in education Employment or training (NEETs) Small and medium-sized enterprises (1 – 249 employees)
Outputs and outcomes of the policy or measure	The programme plans to provide work experience to about 9 000 young people by 2023 (after a recent increase in the budget, originally this target number was 4 500). <ul style="list-style-type: none"> • The vocational training centres should at the same time, reach about 18 000 young people with information on the programme (excluding the number of students of the training centres reached). • The programme also intends to reach 5 000 employers and provide them services provided by vocational training centres supporting the integration of trainees into the workplace. • Until November 2017, there were 1 555 awarded SMEs employing more than 3 800 trainees.¹⁵
Key conditions for success	Not specified in the Hungarian national report
Method of assessment	External evaluation

Luxembourg

Title of the policy or measure (English)	Employment initiation contract
Country	Luxembourg
Name of the responsible body	National Employment Agency ADEM
Geographical scope of the responsible body	National
Name(s) of other organisations involved (partners/sub-contractors)	No other organisations are directly involved

¹⁵ Source: Interview, Ministry for National Economy



Start year of implementation	2013
End year of implementation	Ongoing
EU policy relevance	Based on the European Youth Guarantee, the CIE measure is a key initiative that is mobilised in the national implementation of the Youth Guarantee scheme. In the past, Luxembourg has received a series of consecutive country-specific recommendations (CSR) by the European Commission to tackle youth unemployment whose rates increased during the crisis. The measure is also related to the EES objective to provide enhanced labour and skills supply. If a young jobseeker enters the Youth Guarantee programme at ADEM, the jobseeker can be guided towards a CIE scheme if there is an available employer. In this case, the young jobseeker can increase the employability through practical experience in the company, as well as receiving a salary and support.
Policy area	Active labour market policies
Specific policy or labour market problem being addressed	The policy measure focuses on the integration and upskilling of young registered jobseekers with the overall government objective to reduce youth unemployment. A key aspect addresses the issue of skills mismatches of young jobseekers registered at ADEM: they often lack skills and competences of open positions at ADEM. The law-based programme aims to increase their working experience in private companies through a contract-based partnership (PES, jobseeker, employer), align competences to demands, and increase the general employability of the jobseekers.
Aims and objectives of the policy or measure	<p>The measure aims to increase the employability of young jobseekers and offers them the opportunity of a more stable working arrangement.</p> <p>The policy further aims to:</p> <ul style="list-style-type: none"> - Address skills mismatches: the measure contributes to upskill the young jobseekers and increase competences. - Provide working experience: the jobseekers is given the opportunity to work in a private company. - Provide monitoring and training: a tutor designated by the company in the company supports the young jobseeker and establishes a training plan with the jobseeker.
Main activities/actions underpinning the policy or measure	<p>The measure focuses on the reintegration of young jobseekers back into employment. The main activities of the policy are:</p> <ul style="list-style-type: none"> - Provision of training: together with the tutor, the young jobseekers establishes a training plan and



	<p>progress is closely monitored with ADEM.</p> <ul style="list-style-type: none"> - Provision of guidance: a tutor in the company accompanies the jobseekers and provides feedback to ADEM. - Provision of work experience: during the 12-month period of the contract, the young jobseeker learns to adapt to the working life and how to increase the employability.
Geographical scope of policy or measure	National
Target groups	<p>Young people (aged 16 to 25 years)</p> <p>Disabled people</p> <p>Low-skilled people</p> <p>Young jobseekers aged up to 30</p>
Outputs and outcomes of the policy or measure	<p>The following outputs and outcomes are identified:</p> <ul style="list-style-type: none"> • Permanent working arrangements: a fundamental objective of the initiative is to provide young jobseekers with a permanent working arrangement. • Increase of employability: the tutoring, the training and the work experience serve to increase the employability of the young jobseeker on the national labour market. <p>The only quantitative, more thorough study was conducted in 2012 by LISER, but the law was modified during the crisis.¹⁶</p>
Key conditions for success	<ul style="list-style-type: none"> • Companies must offer a long-term perspective as well as support. • Jobseekers must also be motivated • Evaluations must be conducted to check if the CIE has a positive effect on the motivation.
Method of assessment	<p>Internal monitoring</p> <p>Internal evaluation</p>

Netherlands

Title of the policy or measure (English)	Work Experience Grant
Country	The Netherlands
Name of the responsible body	Municipalities

¹⁶ See <https://www.liser.lu/?type=module&id=51>



Geographical scope of the responsible body	Regional Local
Name(s) of other organisations involved (partners/sub-contractors)	Employers
Start year of implementation	2013
End year of implementation	Ongoing
EU policy relevance	May be seen as fitting the context of EU Youth Guarantee as it offers high quality work experience places. Fits Employment Guideline 6: Enhancing labour supply, skills and competences, especially the parts referring to reducing youth unemployment; supporting school-to-work transitions; reducing barriers to employment.
Policy area	Labour market participation; Skills supply (in the sense of getting work experience; improving competences)
Specific policy or labour market problem being addressed	Youth unemployment
Aims and objectives of the policy or measure	<ul style="list-style-type: none"> • Improving their labour market position; • Preventing that young graduates get distanced from the labour market by inactivity.
Main activities/actions underpinning the policy or measure	<p>Providing work experience to unemployed youth in regular work place. Activities include:</p> <ul style="list-style-type: none"> • providing information on vacancies via a national website; Companies can upload vacancies and young jobseekers can find vacancies; • getting work experience in companies. This is work experience by doing tasks in the company, and by engaging with colleagues; • providing guidance and advice by a coach. This coach is someone who also works at the company; a colleague or supervisor; • giving a voucher for further training or schooling (600 EUR) at the end of the work experience programme.
Geographical scope of policy or measure	Regional Local ¹⁷

¹⁷ 150 of (about) 400 Dutch municipalities offer a work experience grant programme



Target groups	Unemployed youth after graduation. Mostly graduates with an intermediate or high level of education (aged between 18 and 26 years).
Outputs and outcomes of the policy or measure	3000 youngsters have benefitted from the Work experience grant (source: website startersbeurs.nu, accessed 7 Nov 2017). <ul style="list-style-type: none"> • In the evaluation of March 2015, covering 652 participants, almost 68% of participants said to have a paid job three months after having finished the Startersbeurs. • Of these youngsters, 34% found a paid job at the company offering the work experience place and 7% returned to the student job they had before starting the Startersbeurs. • 46.5% said that the job fits the type of education which they have followed (content-wise) while 67.2% mentions that the job fits the level of education they followed (e.g. high, intermediate, etc). • 51.8% found that their job has good career perspectives (Lievens et al., 2015).
Key conditions for success	To be confirmed
Method of assessment	External academic study

Portugal

Title of the policy or measure (English)	Entrepreneur Now
Country	Portugal
Name of the responsible body	Institute for employment and professional training (IEFP)
Geographical scope of the responsible body	National
Name(s) of other organisations involved (partners/sub-contractors)	IEFP, I.P., Instituto da Segurança Social, I.P., (Institute for employment and professional training, Social Security Institute) Direção-Geral da Educação, Direção-Geral do Ensino Superior (Directorate-General for Education, Directorate-General for Higher Education) Agência Nacional para a Qualificação e o Ensino Profissional, I.P. (National Agency for Qualification and Vocational Education) Instituto Português do Desporto e Juventude (Portuguese Institute of Sport and Youth) Direção-Geral da Qualificação dos Trabalhadores em Funções



	<p>Públicas, Direção-Geral de Política Externa (Directorate-General for the Qualification of Public Servants, Directorate General for Foreign Policy)</p> <p>AICEP Portugal Global</p> <p>Agência para o Investimento e Comércio Externo de Portugal (Agency for Investment and Foreign Trade of Portugal)</p> <p>Direção-Geral das Autarquias Locais e Cooperativa António Sérgio para a Economia Social (Directorate-General of Local Authorities and Cooperativa António Sérgio for the Social Economy)</p>
Start year of implementation	2015
End year of implementation	Ongoing
EU policy relevance	<p>This is a Youth Guarantee National program. The program emerges precisely in the National Plan for the Implementation of the Youth Guarantee. As such it specially addresses point 1 and 2 of the Employment Guidelines, namely:</p> <ul style="list-style-type: none"> • this program is a part of a “coordinated strategy for employment” with the objectives of full employment. • being this specially addressed to NEET this program particularly combats “social exclusion and discrimination” and promotes social justice and protection.
Policy area	Active Labour Market Policies
Specific policy or labour market problem being addressed	NEETs
Aims and objectives of the policy or measure	<p>This measure has been designed to support the employability of young NEETs and has the following objectives:</p> <ul style="list-style-type: none"> • Action 1: to promote an entrepreneurial culture centred on creativity and innovation by supporting the development of projects aimed at the establishment of companies or entities of the social economy; • Action 2: support the training of young NEETs through training, increasing their levels of employability; • Action 3: support the incorporation of companies or social economy entities; • Action 4: support the creation of jobs for and for young NEETs.
Main activities/actions underpinning the policy or measure	<p>Support to the development of projects aimed at the creation of companies and entities of the social economy, based on own ideas or made available through the Business Development Network</p> <ul style="list-style-type: none"> • Support for the sustainability of entities and jobs created under the Program, resulting from projects



	developed in the first action: promoting an entrepreneurial culture centred on creativity and innovation by supporting the development of projects aimed at the establishment of companies or entities of the social economy.
Geographical scope of policy or measure	National
Target groups	Entrepreneurs and start-ups NEETs Young people (18 to 29)
Outputs and outcomes of the policy or measure	Intended effects: ¹⁸ <ul style="list-style-type: none"> • Support to the development of projects aimed at the creation of companies and entities of the social economy, based on own ideas or made available through the Business Development Network; • Support for the sustainability of entities and jobs created under the Program, resulting from projects developed in action 1.
Key conditions for success	No evidence, as there is no evaluation or assessment available yet.
Method of assessment	Information not available yet.

Slovenia

Title of the policy or measure (English)	First Challenge
Country	Slovenia
Name of the responsible body	Ministry of Labour, Family, Social Affairs and Equal Opportunities (MDDSZEM)
Geographical scope of the responsible body	National
Name(s) of other organisations involved (partners/sub-contractors)	Employment Service Slovenia (ESS) Private Employers
Start year of implementation	2014
End year of implementation	Ongoing

¹⁸ To date, there is no information on the extent to which the intended effects of the measure are being achieved.



<p>EU policy relevance</p>	<p>Operational Program for the Implementation of the European Cohesion Policy 2014-2020 within the Priority Investment 8.2. Sustainable integration of young people into the labour market, in particular those who are not employed and are not educated or trained, including young people at risk of social exclusion and young people from marginalized communities, including through the implementation of the Youth Guarantee and the specific objective 8.2.2. Implementation of the Youth Employment Initiative - reducing the unemployment of young people who are not employed and are not educated or trained, aged 15-29 years in the cohesion region of eastern Slovenia.</p>
<p>Policy area</p>	<p>Active labour market policies Job creation Labour market participation</p>
<p>Specific policy or labour market problem being addressed</p>	<p>Employability of youth, tackling unemployment</p>
<p>Aims and objectives of the policy or measure</p>	<ul style="list-style-type: none"> • The main and sole objective of measure was to increase employment among young people in Eastern Slovenia by providing employers with financial incentives to hire them. <p>Therefore the purpose of the program is to promote the employment of young unemployed persons from eastern Slovenia aged 15 to 29 years and have been registered for at least three months in the register of unemployed persons and are not in education or training. The contractual period for retaining a subsidized employment with an employer whose bid was accepted on a public invitation is at least 15 months with a three-month probationary period (3 + 12 months) included for full-time work. The programme aims to promote the employment of unemployed persons under the age of 30 years, permanent residents of the Region Eastern Slovenia, registered for at least 3 months.</p> <p>The aim of the program was to:</p> <ul style="list-style-type: none"> • enable 2,889 unemployed young people to work, and it was assumed that at least 88% of those involved would complete the program.
<p>Main activities/actions underpinning the policy or measure</p>	<p>On the public invitation, employers from all over Slovenia can submit a bid for subsidized employment of unemployed youth from eastern Slovenia.</p> <ul style="list-style-type: none"> • The subsidy amounts to EUR 7,250 for a minimum of 15 months' employment, which includes a 3-month full-time probationary course. • For a part-time work based on a disability decision, a relatively lower subsidy is paid. <p>By the end of December 2015 (i.e. in the month of</p>



	implementation of the program), 74 contracts were concluded with employers and 39 contracts with persons involved. Employers may submit an offer to a public invitation until the availability of the funds available until 31 March 2017, when the deadline for submission of tenders expires.
Geographical scope of policy or measure	National
Target groups	<p>NEETs</p> <p>Young people (aged 16-25 years)</p> <p>Registered unemployed (Youth) from eastern Slovenia, which meet following conditions:</p> <p>Registered as unemployed at local PES more than 3 months, age criterion (up to 29 years old), and are resident of eastern Slovenia. All three conditions had to be meet in order to be eligible for application.</p>
Outputs and outcomes of the policy or measure	<ul style="list-style-type: none"> • The aim of the program was to enable 2.859 unemployed young people to work, with at least 88% of the participants envisaged to follow through with the measure. By the end of December 2016, 2,379 contracts were concluded with employers and 2,896 contracts with persons included (of which 1,458 or 50% of women included). Between 2015 and 2016, 2,935 people were included (of which 39 in 2015 and 2,896 in 2016), which is 103% of all planned inclusions. • The shares of employed on the 30th and 365th day were calculated by dividing the number of employed with the number of participants: <ul style="list-style-type: none"> - On 30th day: 74,1% - On 365th day: 77,0%
Key conditions for success	<ul style="list-style-type: none"> • Adequate duration of test period. The probation period during which employers can get to know and test young people for the job is an important aspect of the programme. This is specific feature of the programme. • Priority-setting done right. Priority in joining the programme was given to long-term unemployed young people within the target group, those who were not included in any other active labour market policy (ALMP) measure, first job seekers, those with greater chances for completing the programme and staying in employment as well as people with social and health problems. With these priority groups, possible dead weight programme effects were reduced. • Easy access via web portal. Employers could complete and submit their programme applications electronically on the ESS Portal. As of April 2017, the participating employers can submit their final programme reports electronically on the ESS Portal.



Method of assessment	External evaluation
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ANNEX I: Detailed results of the assessment of the selected good practices

Policy relevance	Scope	Evidence-base	Timescale	Effectiveness	Potential for learning and replication
Name					
<i>Production schools (Austria)</i>					
<p>The measure aims to reach enhanced labour and skills supply (key domain of the European Employment Strategy) by offering young people with deficits in basic skills guidance and time for further development. The measure is an intervention which fulfils the Austrian training guarantee and the European Youth Guarantee.</p> <p>Score: 2</p>	<p>This is a concrete individual policy or measure with specific operational objectives.</p> <p>Score: 3</p>	<p>Data on labour market outcome is evaluated by internal monitoring which takes place twice annually, as well as external academic study. Both qualitative and quantitative methods of assessment are used.</p> <p>Score: 3</p>	<p>Started in 2015 and is ongoing.</p> <p>Score: 3</p>	<p>Validation by external academic study showing high levels of effectiveness and sustainability of the outcomes in relation to the relevant labour market context and other positive outcomes for the individual participants.</p> <p>Score: 3</p>	<p>The measure has potential to provide evidence of success factors and lessons learned which could be transferred to or taken into account in another country/context.</p> <p>Score: 2</p>
<i>First job convention (Belgium)</i>					
<p>The program is part of the Youth Guarantee which aims to offer young people aged 18 to 24 who are unemployed, to benefit from a job, an apprenticeship or a</p>	<p>This is a concrete individual measure with specific operational outcomes.</p> <p>Score: 3</p>	<p>Data on labour market outcomes is available through annual internal monitoring. Results are published in a publicly available report.</p>	<p>Started in 2014 and is ongoing.</p> <p>Score: 3</p>	<p>Data on labour market outcomes is available through annual internal monitoring. Results are published in a publicly available report, yet a lack of a serious evaluation</p>	<p>The measure has potential to provide evidence of success factors and lessons learned which could be transferred to or</p>

<p>traineeship within a period of four months of losing their job or leaving formal education. That should lead to an improvement of young people's labour market performance.</p> <p>Score: 2</p>		<p>Score: 2</p>		<p>does not allow to determine whether the young people concerned by the measure were able to find a job at the end of their subsidised employment.</p> <p>Score: 1</p>	<p>taken into account in another country/context.</p> <p>Score: 2</p>
Self-employment subsidy (Croatia)					
<p>The measure is linked to the Support to Youth Entrepreneurship, the Youth Guarantee and Youth Employment Initiative. It is linked to the European Employment Guidelines no 5: "boosting demand for labour", no 6: "enhancing labour supply, skills and competences" and no 8: "fostering social inclusion, combating poverty and promoting equal opportunities".</p> <p>Score: 2</p>	<p>This is a package of concrete measures with specific operational outcomes.</p> <p>Score: 2</p>	<p>Ex-post internal evaluation is implemented annually and external evaluation by independent experts is conducted on the labour market outcomes of the measure. Both qualitative and quantitative methods of assessment were used in the evaluations.</p> <p>Score: 3</p>	<p>Started in 1993 and is ongoing.</p> <p>Score: 2</p>	<p>This measure has been validated by evaluations carried out by independent external experts, the latest of which was carried out in 2016 and concludes that the measure increases the chances for success on the labour market for participants who have been unemployed prior to partaking in the measure, is useful for those wishing to establish their own company and helps to expand the business activities of its beneficiaries.</p> <p>Score: 3</p>	<p>The measure has potential to provide evidence of success factors and lessons. External evaluations by the State Employment Agency and periodic evaluations are made by industry experts.</p> <p>Score: 2</p>
Program for Youth 25-29 Not in Education, Employment or Training – NEETs (Cyprus)					

<p>Unclear is there is sufficient EU policy relevance, even though the expert has referred to the recommendation of the general European Commission policy of ensuring standards in active labour market policies delivery – in fact a specific recommendation is precisely “improving the quality of active labour market policies delivery”</p> <p>Score: 2</p>	<p>This is a package of concrete individual measures with specific operational objectives.</p> <p>Score: 2</p>	<p>There is limited information available on labour market outcomes, which is based on external monitoring of the implementation of the measure. An ex-post external evaluation will be carried out at the end of the programme.</p> <p>Score: 1</p>	<p>Started in 2014 and is ongoing.</p> <p>Score: 3</p>	<p>There is some process data available showing the effectiveness in relation to the relevant labour market context (as evidenced by the responsible government institution) through the relevant implementation reports for 2014, 2015 and 2016.</p> <p>Score: 2</p>	<p>Does not yet appear to present evidence of success factors and lessons learned which could be transferred to or taken into account in another country/context, however there is potential that this could be the case in the future after the ex-post evaluation has taken place.</p> <p>Score: 1</p>
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The Journey to Succeed in the Labour Market (Czech Republic)

<p>The measure is relevant to the second and third point in the Employment Guidelines of the EES, namely to "enhance labour and skills supply" and to "ensure better functioning of the labour market". The programme is funded (over 80%) from ESF Operational Programme Employment.</p>	<p>This is a concrete individual measure with specific operational outcomes.</p> <p>Score: 3</p>	<p>Data on labour market outcomes is monitored and evaluated internally by Fund for Further Education through qualitative and quantitative assessment. As the programme only started in December 2016, internal evaluations are ongoing. The Fund for Further Education have shared some information about the immediate</p>	<p>Started in 2016 and has been ongoing for a year</p> <p>Score: 2</p>	<p>The evaluation of the impact of the measure will be based on data (follow-up questionnaires) that will be collected from the participants starting in February 2018. Medium-term effects will be also monitored. Information about future labour market outcomes (employment – when, type and duration, job match etc.) of the</p>	<p>The measure has potential to provide evidence of success factors and lessons learned which could be transferred to or taken into account in another country/context.</p> <p>Score: 2</p>
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<p>Score: 2</p>		<p>outcomes of the project (at the end of traineeships) which are up to date in January 2018.</p> <p>Score: 2</p>		<p>beneficiaries will be collected via a survey among the participating students conducted one year after the completion of the course. The Fund for Further Education have shared some information about the immediate outcomes of the project (at the end of traineeships).</p> <p>Score: 1</p>	
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Youth Unemployment Benefits (Denmark)

<p>Measure relates to the EES target of enhanced labour and skills supply, by tackling youth and long-term unemployment.</p> <p>Score: 2</p>	<p>This is a package of concrete measures with specific operational outcomes.</p> <p>Score: 2</p>	<p>Data on labour market outcomes is evaluated through internal quantitative assessments by the Ministry of Labour and external academic evaluations.</p> <p>Score: 2</p>	<p>Started in 1996 and is ongoing.</p> <p>Score: 2</p>	<p>Assessment by external academic studies, including micro-economic evaluations, and recent internal evaluations by the Ministry of Employment in Denmark. Also, initial evaluations conducted by the Ministry of Employment and Danish Social Research Institute documented evaluation outcomes such as a dramatic decline in youth unemployment and a major decline in the target</p>	<p>The measure has potential to provide evidence of success factors and lessons learned which could be transferred to or taken into account in another country/context.</p> <p>Score: 2</p>
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				group of young UIB recipients. However, there is no explicit evidence that these outcomes are due to the implementation of this measure. Score: 1	
“Ohjaamo” One-Stop Guidance Centre (Finland)					
This measure is consistent with the Europe 2020 strategy and in particular the initiatives "An agenda for new skills and new jobs" It is also consistent with the activities of ESF to increase employment amongst disadvantaged young people. In addition, the measure is in line with the Proposal for a Council Recommendation on Establishing A Youth Guarantee (2012) and Call no 447 Working Together for Europe's Young people. Score: 2	This is a package of concrete individual measures with specific operational objectives. Score: 2	Data on labour market outcomes is measured by internal and external (including academic) qualitative and quantitative evaluation. Score: 3	Started in 2014 (partially from 2010) and will be ongoing until 2020 Score: 3	The measure has been validated by several external researchers including university theses, and four key goals of the project are in the midst of being evaluated now. An evaluation tool is being developed at a national level, and permanent monitoring activities, measuring client satisfaction, employability and the quality of service. Score: 3	The measure has potential to provide evidence of success factors and lessons learned which could be transferred to or taken into account in another country/context. Score: 2
Professionalization contract (France)					

<p>This measure is in line with Framework for Quality traineeships and Youth employment initiative, in line with New skills for new jobs.</p> <p>Score: 2</p>	<p>This is a concrete individual measure with specific operational outcomes.</p> <p>Score: 3</p>	<p>Data on labour market outcomes available through permanent internal monitoring, external monitoring and external evaluation.</p> <p>Score: 3</p>	<p>Started in 2003 and is ongoing.</p> <p>Score: 2</p>	<p>Data on labour market outcomes available through permanent internal monitoring, external monitoring and external evaluation, showing relative effectiveness of the measure.</p> <p>Score: 3</p>	<p>The measure has potential to provide evidence of success factors and lessons learned which could be transferred to or taken into account in another country/context.</p> <p>Score: 2</p>
Traineeship programme to support school-leavers (Hungary)					
<p>The programme is part of the Youth Guarantee scheme to tackle youth unemployment. Also, it is in line with Guideline 6: "enhancing labour supply, skills and competences" of the Guidelines for the employment policies of the Member States for 2015.</p> <p>Score: 2</p>	<p>This is a concrete individual measure with specific operational outcomes.</p> <p>Score: 3</p>	<p>A one-time external quantitative assessment will be carried out in 2018, and the programme is internally monitored, but data not publicly accessible.</p> <p>Score: 1</p>	<p>Started in 2016 and has been ongoing for a year</p> <p>Score: 2</p>	<p>A one-time external quantitative assessment will be carried out in 2018, and the programme is internally monitored, but data not publicly accessible.</p> <p>Score: 1</p>	<p>There is currently little known of the programme's effectiveness, and hence there is no solid evidence of success factors and lessons learned which could be transferred to or taken into account in another country/context.</p> <p>Score: 1</p>
Subsidised workplace for vulnerable groups of young people (Latvia)					
<p>The measure is in line with the Europe 2020 Strategy on supporting employment by the promotion of a skilled, trained and adaptable workforce and</p>	<p>This is a package of concrete measures with specific operational outcomes.</p> <p>Score: 2</p>	<p>Data on labour market outcomes is collected by The State Employment Agency and internally evaluated. Periodic</p>	<p>Started in 2014 and is ongoing.</p> <p>Score: 3</p>	<p>The measure is monitored and evaluated annually by The State Employment Agency. Periodic</p>	<p>The measure has potential to provide evidence of success factors and lessons. External evaluations by the State Employment Agency and</p>

labour markets responsive to economic change with a view to achieving the objectives of full employment and social progress. Score: 2		evaluation is made by industry experts. Score: 3		evaluation is made by industry experts. Score: 2	periodic evaluations are made by industry experts. Score: 3
New Start (Lithuania)					
The measure is a core element of the European Youth Guarantee Initiative, and focuses on several aspects of the European Employment Guidelines: enhancing labour supply, skills and competences and fostering social inclusion, combatting poverty and promoting equal opportunities. Score: 2	This is a package of concrete measures with specific operational outcomes. Score: 2	Data on labour market outcomes is assessed both qualitatively and quantitatively through internal monitoring and evaluation, as well as through external evaluation. Monthly information on key indicators is published by the project and a Policy Impact Analysis was commissioned by the Ministry of Labour and Social Affairs. Score: 3	Started in 2015 and is ongoing. Score: 3	The measure is assessed qualitatively and quantitatively through monthly internal monitoring, internal evaluations and external evaluations by the Ministry of Labour and Social Affairs. Constant quantitative monitoring shows that the project is achieving its outreach goals above the planned levels. Score: 3	The measure has potential to provide evidence of success factors and lessons learned which could be transferred to or taken into account in another country/context. Score: 2
Employment initiation contract (Luxembourg)					
Policy responds to past series of consecutive CSR-s by the European	This is a concrete individual policy or	Data on labour market outcomes is monitored and evaluated through	Started in 2013 and is ongoing. Score: 3	Assessment by formal internal systems of monitoring by National	The measure has potential to provide evidence of success factors and

<p>Commission to tackle youth unemployment in Luxembourg. The measure is also related to the EES objective to provide enhanced labour and skills supply.</p> <p>Score: 3</p>	<p>measure with specific operational objectives.</p> <p>Score: 3</p>	<p>quantitative assessments. Existing information does not clearly show in quantitative or qualitative terms that this measure has strong positive labour market outcomes.</p> <p>Score: 1</p>		<p>Employment Agency ADEM. Showing a stable amount of CIE contracts on an annual basis. Increased amount of permanent working arrangements and increased employability of young people.</p> <p>Score: 2</p>	<p>lessons learned which could be transferred to or taken into account in another country/context. However this has not been validated by internal or external evaluations, or academic studies.</p> <p>Score: 1</p>
SEC Revision Classes (Malta)					
<p>This measure is in line with the European Employment Strategy, Employment Guideline 6 – Enhancing labour supply, skills and competences, which among others specifies the need for governments to address structural weaknesses in education to ensure quality learning outcomes and to reduce the number of early school leavers and increase educational attainment. In particular, this measure forms part of Malta's</p>	<p>This is a concrete individual measure with specific operational outcomes.</p> <p>Score: 3</p>	<p>Data on labour market outcomes are evaluated through internal monitoring and internal evaluations by the Ministry of Education and Employment. Assessments are quantitative. One type analyses exam results, while the other type analyses the perceptions of stakeholders.</p> <p>Score: 2</p>	<p>Started in 2014 and is ongoing.</p> <p>Score: 3</p>	<p>Data on labour market outcomes are evaluated through internal monitoring and internal evaluations by the Ministry of Education and Employment. Assessments are quantitative. One type analyses exam results, while the other type analyses the perceptions of stakeholders. Data for 2016 evaluation by the Ministry of Education and Employment indicates that students who attended the revision classes achieved better results in the SEC</p>	<p>The measure has potential to provide evidence of success factors and lessons learned which could be transferred to or taken into account in another country/context.</p> <p>Score: 2</p>

programme to implement the Youth Guarantee. Score: 2				resits than their peers who did not participate in such classes. Score: 2	
Work experience grant (The Netherlands)					
The measure does not have a direct causal link to EU initiatives, however the programme may be seen as fitting the context of EU Youth Guarantee, as it offers high quality work experience places. Score: 2	This is a concrete individual measure with specific operational outcomes. Score: 3	Data on labour market outcomes monitored via external academic studies. Preliminary evaluations (descriptive statistics) should mature to fuller evaluations once the programme has been running for a higher number of years. Score: 1	Started in 2013 and is ongoing. Score: 3	Detailed external academic evaluation looked at the effects of the programme on young people who participated in the programme, and shows that almost 68% of participants had a paid job at the end of completing the programme and 51,8% of them found the job to have good career perspectives. Score: 2	The measure has potential to provide evidence of success factors and lessons learned which could be transferred to or taken into account in another country/context. Score: 1
Entrepreneur now (Portugal)					
The measure is a national Youth Guarantee programme and addresses EES Employment Guidelines 1 and 2, namely by being part of a "coordinated strategy for employment",	This is a package of concrete measures with specific operational outcomes. Score: 2	Limited data on outputs and outcomes Score: 1	Started in 2015 and is ongoing. Score: 3	No data available showing the effectiveness in relation to the relevant labour market context or other positive outcomes. Score: 1	Does not appear to present evidence of success factors and lessons learned which could be transferred to or taken into account in another country/context. Score: 1

<p>with the objective of establishing full employment; and by being especially addressed to NEET and seeking to combat "social exclusion and discrimination" and also promoting social justice and protection.</p> <p>Score: 2</p>					
Dual vocational education and training (Romania)					
<p>The intervention has medium EU policy relevance. It responds to EU policy imperatives of improving national systems through the European quality assurance framework for vocational education and training (EQAVET). It is in line with the European move towards transforming the general perception on VET. The intervention is related to the overarching EC Communication on how to boost jobs and growth,</p>	<p>This is a concrete individual policy or measure with specific operational objectives.</p> <p>Score: 3</p>	<p>Data on labour market outcome is monitored and evaluated internally through qualitative and quantitative assessments. Close monitoring and evaluations, based on school-specific indicators. Besides conventional school evaluations, the company has an electronic system of monitoring the academic performance and attendance. There are periodic evaluations of the academic and technical performance and a final examination.</p>	<p>Started in 2014 and is ongoing.</p> <p>Score: 3</p>	<p>Assessment by formal internal systems of monitoring and evaluation. Process data available showing the effectiveness of the measure in improving employability amongst functionally illiterate young people. The social significance of the intervention leading to high technical performance from disadvantaged and 'hard to reach' young people, is shown to be high.</p> <p>Score: 2</p>	<p>The measure has potential to provide evidence of success factors and lessons learned which could be transferred to or taken into account in another country/context.</p> <p>Score: 2</p>

<p>while maintaining sound public finances. Also, it responds to the New Skills for New Jobs initiative and to Council Recommendation (2017) to align VET system with labour market needs. The intervention is also related to the European Employment Strategy (EES), in particular the Apprenticeships.</p> <p>Score: 2</p>		<p>Score: 3</p>			
Contribution to graduate practice (Slovakia)					
<p>The measure is in line with the Europe 2020 strategy. It is also in line with the European Employment Guidelines, specifically Guideline 6: "enhancing labour supply, skills and competences".</p> <p>Score: 2</p>	<p>This is a concrete individual measure with specific operational outcomes.</p> <p>Score: 3</p>	<p>Data on labour market outcomes is monitored and evaluated internally and externally. Academic study about the measure is available, as well as an external evaluation carried out by the Institute of Financial Policy.</p> <p>Score: 2</p>	<p>Started in 2004 and is ongoing.</p> <p>Score: 2</p>	<p>The measure has been validated by an academic quantitative study, as well as an independent external evaluation by the Slovakian Institute of Financial Policy. According to the latest external evaluation by the IFP, the measure improves chances to obtain employment significantly.</p>	<p>The measure has potential to provide evidence of success factors and lessons learned which could be transferred to or taken into account in another country/context.</p> <p>Score: 2</p>

				Score: 3	
First Challenge (Slovenia)					
<p>This measure is part of the Operational Program for the Implementation of the European Cohesion Policy 2014-2020 within the Priority Investment 8.2. Sustainable integration of young people into the labour market, in particular those who are not employed and not educated or trained, including young people at risk of social exclusion and young people from marginalised communities - including through the implementation of the Youth Guarantee and the specific objective 8.2.2.</p> <p>Score: 2</p>	<p>This is a concrete individual measure with specific operational outcomes.</p> <p>Score: 3</p>	<p>Data on labour market outcomes has so far been measured by statistical data available in the Annual Report by the Ministry of Labour, Family, Social Affairs and Equal Opportunities on the implementation of state measures in the labour market.</p> <p>Score: 2</p>	<p>Started in 2014 and is ongoing.</p> <p>Score: 3</p>	<p>To be confirmed</p> <p>Score: N/A</p>	<p>The measure has potential to provide evidence of success factors and lessons learned that could be transferred to or taken into account in another country/context.</p> <p>Score: 2</p>
From College to Practice (Slovenia)					
<p>The measure is co-funded by the ESF, implemented within the Operational Program for the Development of Human</p>	<p>This is a concrete individual measure with specific operational outcomes.</p>	<p>Data on labour market outcomes was measured by external statistical assessment (quantitative assessment). The</p>	<p>Started and ended in 2015.</p> <p>Score: 2</p>	<p>Data on labour market outcomes was measured by external statistical assessment, which consisted of the</p>	<p>The measure has potential to provide evidence of success factors and lessons learned which could be transferred to or</p>

<p>Resources for the Period 2007-2013, 1. Development Priority "Promoting Entrepreneurship and Flexibility", Priority Direction 1.2 "Education and Training for Competitiveness and Employability".</p> <p>Score: 2</p>	<p>Score: 3</p>	<p>statistical comparison of entrants and number of employed persons after the expiration of measures, which showed that the measure was successful.</p> <p>Score: 2</p>		<p>comparison of entrants and number of employed persons after the expiration of measures. This showed that the measure was successful.</p> <p>Score: 2</p>	<p>taken into account in another country/context.</p> <p>Score: 2</p>
Employment Shuttles (Spain)					
<p>The measure is financed by the Young Employment Initiative and is relevant to EES Employment Guideline no 6 "enhancing labour supply, skills and competences" as it can be thought of as part of comprehensive and mutually reinforcing strategies that include individualised active support for returning to the labour market. Also, the measure is relevant to EES Employment Guideline no 8, as it</p>	<p>This is a concrete individual policy or measure with specific operational objectives.</p> <p>Score: 3</p>	<p>Data on labour market outcome is evaluated by permanent internal monitoring and occasional ex-post evaluation by independent external consulting firm, using quantitative methods of assessment.</p> <p>Score: 2</p>	<p>Started in 2014 and is ongoing.</p> <p>Score: 3</p>	<p>Permanent internal monitoring and the latest independent external evaluation show positive effects on access to salaried employment, and a particularly high effect on the participants' access to temporary employment contracts. A positive effect is also seen in terms of levels of income and in terms of access to adequate jobs with respect to workers' education, training and individual preferences. Some</p>	<p>The measure has potential to provide evidence of success factors and lessons learned which could be transferred to or taken into account in another country/context.</p> <p>Score: 2</p>

<p>promotes active inclusion, including labour activation enabling services.</p> <p>Score: 2</p>				<p>negative effects were observed in terms of participants' participation in either self-employment work or its equivalents.</p> <p>Score: 2</p>	
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