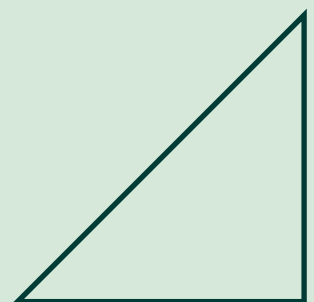


Anne Hege Strand and Evanthia Dova

Reflections on the YOUTHShare project





Reflections on the YOUTHShare project

With funding from the EEA and Norway grants, the YOUTHShare project (2018–2024) approached the problem of youth unemployment and inactivity in the Mediterranean European Economic Area region, by targeting the employability and skill advancement for young NEETs. The project involved partners from Greece, Cyprus, Italy, Spain and Norway. It integrated both research and operational components and aimed to (i) provide training for specific target groups in locally resilient sectors; (ii) enhance employability by advancing knowledge and skills in the social entrepreneurship and platform economy; and (iii) establish long-lasting labour market engagement by involving stakeholders, research and Employment Centres.

This report provides an overview of best practices included in the YOUTHShare project. It offers an insider's perspective, drawing on the experiences of people participating in the project and reflecting on issues related to the organisation, implementation, and execution of a long lasting and complex project.



ΠΑΝΕΠΙΣΤΗΜΙΟ ΑΙΓΑΙΟΥ

Reflections on the YOUTHShare project

YOUTHShare | A Place for Youth in Mediterranean EEA:
Resilient and Sharing Economies for NEETs

<http://www.youthshare-project.org/>

Authors

Anne Hege Strand, Fafo

Evanthia Dova, Neapolis University Pafos

Acknowledgments

The authors thank all participants in the YOUTHShare project. For this report we especially thank the project leader Stelios Gigalis at the University of the Aegean and Ioannis Pissourios at Neapolis University Pafos.

Contents

Chapter 1 The YOUTHShare project: initial objectives and planned outputs.....	3
1.1 Introduction and report outline.....	3
1.2 Project scope and objectives	5
1.3 Outcomes, Working Packages and Deliverables.....	6
Chapter 2 Final outcomes: delivered products and milestones	12
2.1 Objectives achieved	12
Chapter 3 The YOUTHShare project: best practices and reflections.....	17
3.1 Identified best practices and project accomplishments in the different work packages.....	17
3.2 Conclusion.....	25
References.....	28

Chapter 1 **The YOUTHShare project: initial objectives and planned outputs**

1.1 Introduction and report outline

The YOUTHShare project has been carried out with funding from the EEA and Norway grants. The lead partner was the University of the Aegean in Greece, and the project took place between the end of 2018 and the beginning of 2024. It involved project partners from four Mediterranean countries, Greece, Cyprus, Italy, and Spain, as well as an expert partner from Norway. More than 11 organisations have collaborated and more than 50 people have carried out tasks during the project, some of them for the entire period.

The purpose of this report is to provide an overview of best practices identified in the YOUTHShare project. This report is written at the end of the project period in late 2023. The project had a clear research component as well as an operational component. The overall project aim has been to find innovative ways of getting more young people outside the labour market, the so-called NEET group, into activity. The report does not assess the quality of the research and project tasks directly but is more tuned into identifying best practices related to organisation, implementation, and execution of a long lasting and complex project.

There may be several benefits to providing a best practice report. First the report provides a condensed documentation of the project aims and what was achieved. This documentation is crucial for transparency and allows other to understand the study in retrospect. Second, and importantly, this report may contribute with knowledge transfer that allows team members, collaborators, future researchers as well as fund operators to understand the context, dynamics, methodology and lessons learnt that may be valuable to similar future endeavours. To communicate some of this knowledge promotes a culture of communication and collaboration where insights, best practices and sharing of methodology may foster an environment for continuous improvement. Third, and closely related to the previous point, a best practice report may contribute towards risk management planning for other projects. By identifying and documenting challenges, uncertainties, unexpected issues that were encountered during the project period, this may guide future projects with information on potential pitfalls and preparing potential strategies to address these. Fourth, a report may also contribute to quality assurance by documenting the key steps taken during the process and thereby identifying and addressing issues of inconsistency that may have arisen. Fifth, a best practices report facilitates a verification and validation of project

findings in the sense that others can use the report to confirm the results independently. Lastly, for research and projects that wish to contribute to a positive societal impact, a best practice report may also be a valuable tool for communicating outcomes to a broader public, thereby bridging the gap between the scientific community and the general public.

There may be several approaches taken to write a best practice report. In this case we write the report from the insider-view, that is we are not carrying out an external or objective evaluation. Rather the purpose is to draw on the experiences made by people participating in the project and to reflect on these. The report does not systematically assess every effort put into the project, but rather points to some lessons learnt and reflections based on efforts that stood out through the project, and that typically required a lot of input from all the project partners over time. This means that there will be other highly significant contributions to the project that do not get mentioned.

The report is based on background material from the project, previous reports and documentation, a previous best practice report, as well as inside knowledge of the project through participation in project activities and Steering Committee meetings.

The rest of the report is organised in three chapters. In Chapter 1 we summarise the YOUTHShare Project's point of departure, its aims, methods, structure and planned deliverables, as stated in the project description. Chapter 2 presents the actual results of the project, as delivered products, comparing them to what was originally planned, with short comments on possible deviations and problems that arose. This sets the stage for Chapter 3, where we discuss these issues in a more critical manner, aiming to identify the processes and tools that were beneficiary to the work, the obstacles faced and the lessons learnt, in order to further the effectiveness of this project and aid the planning and implementation of similar projects in the future.

The material presented here is compiled, analysed, and presented by Evanthia Dova and Anne Hege Strand, who are responsible for the product and its conclusions.

1.2 Project scope and objectives

The YOUTHShare project (<http://www.youthshare-project.org/>) approached the problem of youth unemployment and inactivity in the Mediterranean European Economic Area (MED EEA) region, by targeting the employability and skill advancement for young NEETs (25-29 years old). The YOUTHShare project partners¹ involved four countries: Greece, Cyprus, Italy, and Spain, and comprise academic and research institutions, training, consulting and networking organisations; a partner from Norway was also involved to provide specific expertise on issues of youth employment. The project addressed inactive women and migrants (asylum seekers and refugees selected from Reception Centres in the coastal and insular MED EEA areas), providing them with training and work placement opportunities in the social, sharing and agri-food production economic sectors. These sectors were selected due to their long-established links with tourism, a primary economic activity for the MED EEA. They are also part of a potentially shared cultural framework, specific to the participating countries (e.g. olive oil production), which could strengthen the synergies and scalability of the project. The consortium aimed to establish a transnational Research Network and an Employment Centre in order to facilitate knowledge transfer and develop counselling and training methodologies and material, along with a digital platform for sharing and social economy entrepreneurs. The project was expected to begin in September 2018, and conclude in February 2022, with an initial duration of 42 months. Following an Active Youth restricted call, it received additional funding for another 14 months as YOUTHShare 2.0, and extended its operation until January 2024.

More concretely, the YOUTHShare project's aims were:

- i) to provide training for specific target groups (economically inactive women and migrants between 25-29) in locally resilient sectors;

¹ The following ten (10) partners were part of the YOUTHShare consortium for the full duration of the project: GR: The University of the Aegean (UoA) - Lead Partner, the Network for Employment and Social Care (NESC); CY: Neapolis University Pafos (NUP), the Centre for the Advancement of Research and Development in Educational Technology (CARDET); ES: The Catholic University of Murcia (UCAM), the Educational Association for Integration and Equality (AEII); IT: Sistema Turismo srl (ST), Local Action Group (GAL), the Regional Agency for Employment and Training (ARLAB); NO: Fafo Institute for Labour and Social Research (Fafo). The following also participated in the initial phase of the project: CY: the Cyprus Authority for Cooperative Societies (ACS); ES: Territorial Association Comunita Montana Alto Bassetto (CMAB) replaced in 2020 by ARLAB; GR: the Social Cooperatives' Network of Central Macedonia (SCENCM).

- ii) to enhance employability by advancing knowledge and skills in the social entrepreneurship and platform economy; and
- iii) to establish long-lasting labour market engagement by involving stakeholders, research and Employment Centres.

In terms of methodology, YOUTHShare aspired to operate at three levels, from the local to the European to the global scale and back, as follows:

- *Stimulate Trans-Locally*: mobilise resilient economy niches, focusing on trans-local culture, tourism value chains, insularity, path-dependent practices and human capital.
- *Build European*: integrate local strengths with EU-scale or national best practices (e.g. social economy practices).
- *Spread Globally*: enhance the employment potential of NEETs in the MED EEA through developing locally-embedded yet trans-national clusters of agri-food production, circular, sharing and social economy practices.

1.3 Outcomes, Working Packages and Deliverables

Based on the aforementioned objectives and methodology, the Outcomes of the YOUTHShare Project were defined as follows:

OUTCOME 1. Increase the capacity on evaluating effects of employment initiatives for NEETs/ target group in research institutions

OUTCOME 2. Increase the knowledge of the effects of employment initiatives targeting NEETs/target group

OUTCOME 3. Develop and adopt innovative approaches on lowering youth unemployment

OUTCOME 4. Increase participation in education and training of former NEETs/target group

OUTCOME 5. Improve employment situation of NEETs/target group

Conceptually, Outcomes 1 & 2 were to establish an up-to-date baseline for the project, by understanding the current policies and practices regarding the current NEET situation and youth employment in the various Mediterranean coastal and island regions, and by establishing a shared point of reference for the project partners in terms of project development and assessment. Outcome 2 also anticipated a report on best practices and recommendations at the end of the project, to contribute to critical knowledge on the subject. Outcomes 3 & 4 concern the provision and/or

enhancement of the target groups' skills in order to boost their employability potential in the resilient and social and sharing economy sectors, along with setting the necessary support structures. Outcome 3 concentrated on developing the training material and infrastructure, while Outcome 4 focused on delivering the training through classes and placement arrangements. Finally, Outcome 5 aspired to provide mentoring for a number of start-up enterprises, initiated by trainees in the project, operating within the resilient economic sectors of the participating countries.

Within this framework, the work expected to be delivered by the project was structured as a set of seven (7) Working Packages (WPs), each with its specific deliverables:

WP 1. Stimulate Trans-locally A: A Transnational Research Network on the study of Youth Employment policies in MED EEA

WP1 aimed to establish a Transnational Research Network on Youth Employment Policies in the MED EEA, in order to begin with in-depth research and a thorough analysis of the current state of affairs in employment services for NEETs, youth counselling centres and services, and youth employability providers within the specific MED EEA context. The activities involved: the selection of researchers and analysts; a literature review to shape the concepts and methodological approach; research fieldwork; the supervision of PhD work and expert counselling; delivery of research papers and discussions of pertinent matters.

In terms of outputs, the following were planned for WP1:

- 1.1. the submission of three (3) PhD dissertations on impact studies in various employment-related fields,
- 1.2. the preparation of three (3) trans-national reports on the evaluation of employment initiatives, and
- 1.3. the submission of three (3) papers focusing on the above fields.

WP 2. Stimulate Trans-locally B: A Transnational Employment Centre delivering tailored engagement for youth employment in social enterprises

WP2 targeted the creation of a transnational reference point, through the establishment of a Transnational Employment Centre & Social Economy Observatory that would bring together all actors, institutions and stakeholders on NEET-related issues and provide services to the YOUTHShare target groups through training activities, internship and mobility opportunities. The Centre was designed to have four branches, one in each partner country, staffed with local Key Account Managers (KAMs) to network with NEETs, employers and public authorities, assist with job and internship matching, and monitor the participants' pathways.

The output of this WP was:

- 2.1. the establishment of Trans-national Employment Centres in Greece, Italy, Spain and Cyprus, staffed with Key Account Managers (KAMs).

WP 3. Building European A: Delivering toolkits and IT platforms for training, counselling, job matching and skills utilizing based on expertise knowledge and EU best practices

The goal of this WP is to prepare the infrastructure and content necessary for training the project's participants, including the KAMs of the Employment Centres, the educators, and the seminar trainees. Work on this package introduces a European perspective by applying EU-scale methodologies and best practices in a local context, and by anticipating the continued use of the material and knowledge produced in future projects and further contexts. This way, the YOUTHShare project may have a longer-lasting impact in efforts to deal with the NEET phenomenon. The activities contained in this WP include an e-learning platform and job matching toolkits, training content, trainer manuals and trainee handbooks.

For WP3, the outputs were organised into:

- 3.1. the preparation of a training manual for KAMs on NEETs' outreaching, coaching, job matching and skills utilizing,
- 3.2. the preparation of modules, handbooks & manuals for training NEETs in resilient sectors, social economy, and sharing economy,
- 3.3. E-learning platform on resilient sectors and pertinent social and sharing economy delivered.

WP 4. Building European B: Training, apprenticeships and mobility schemes in social economy and resilient sectors

This WP was planned as the implementation of the previous WP, as the delivery of the training through the platform and the courses described above to 300 selected NEETs, in two (2) cycles of classes. These training modules aim to enhance NEETs' skills in the economic sectors of agri-food production, social and sharing economies, in order to support their access to long-lasting and stable employment. Apart from training, this WP includes the implementation of Apprenticeship & Mobility schemes across Greece, Italy, Spain, and Cyprus. These internships were also expected to ease the inclusion of NEETs (especially the migrants) into the close-knit communities that characterise a large part of the Mediterranean context. Mobility schemes, expected to involve 20% of the trained NEETs, would also contribute to the same purpose.

In WP4, the outputs described were:

- 4.1. Organise classes and train a transnational group of 300 selected NEETs in resilient sectors, social/sharing economy and relevant IT tools, using the material prepared in WP3, classroom teaching and the e-learning platform. This training would be delivered in two (2) 140-hour-long training cycles, by certified educators from the three participating Universities (UoA, NUP, UCAM) and the Italian Educational Institution (ST).
- 4.2. Implement the Apprenticeships & Mobility schemes across the four partner countries. These schemes would take place in identified resilient sectors, for 180 former NEETs, with a sub-group participating in the trans-local mobility scheme. The necessary quality standards, monitoring and counselling framework would be set in place by the project partners.

WP 5. Spread Globally: Best practices for NEETs identified and implemented through start up empowerment in social entrepreneurship and new sharing economy structures

This WP has been designed as the culmination of the work, with the purpose of disseminating the results of the project to a wider audience, through an analytical report of the project's procedures and results, and critical reflections on best practices, and limitations. Its objective is to allow for future replication and adjustments in similar endeavours. A second component is the provision of support for start-up enterprises in social and sharing economies in the fields of strategic, business, architectural, marketing, legal, crowdfunding and informatics counselling, planning and design . The activities included in the WP expected the completion of an e-platform for networking on sharing economy businesses, and mentoring support for participating NEETs. This platform could accommodate a variety of users, provide services to minimise the initial costs, and be able to adopt to future changes.

Therefore, the deliverables for this WP were:

- 5.1. one report/manual on the recording of best practices,
- 5.2. the design and delivery of a sharing economy e-platform for the networking of social enterprises in resilient sectors,
- 5.3. mentoring support to former NEETs for establishing a social enterprise in resilient sectors (at least one per country).

WP 6. Management

The purpose of this WP was to ensure that the implementation of the project as planned, within the anticipated schedule and budget, and the prompt completion of the deliverables and pertinent reports. In order to achieve that, the activities, progress and financial management would be monitored and assessed through typical communication methods such as personal and virtual meetings, emails/ telephone calls and based on IT-solutions. The Steering Committee, comprising representatives from all project partners, programmed meetings once a month to assess the progress of the project and make all necessary adjustments.

WP7. Communication

The communication strategy was designed to work on three levels:

- outreaching to the target group NEETs, who belong to marginalised and hard-to-reach social groups. The purpose of this communication strand was to make the NEETs issue visible in society, to raise self-awareness among NEETs, and to contact NEETs as potential participants in the project's training, internship and mentoring activities.
- influencing policy makers and policies on NEET-related issues, by identifying the local features of the NEETs and proposing locally-based solutions based on trans-local cooperation.
- consolidating the social awareness of the role of EEA and Norway Grants, and their cooperation with the EU to study solutions for promoting innovation, green economy and social equality.

YOUTHShare 2.0

With the additional funding received in 2022, YOUTHShare 2.0 aimed at capitalising on the outputs and value created by YOUTHShare, with three key goals:

- i. Provide further research and analysis by expanding the Transnational Research Centre,
- ii. Widen the scope of the Transnational Employment Centre by including new target groups and new activities, and
- iii. Develop the Sharing Economy e-platform with expanded tools and possibilities.

Consequently, it did not organise any new WP, but added to the deliverables of the initial project, and introduced a few changes, where appropriate. More concretely, it contributed along the following axes:

Analysis and Research (Axis 1/ WP1)

This axis would provide new research on how the COVID-19 pandemic has impacted youth employment, and formalise the consolidation of the Transnational Research Centre and the 'COVID-19 Regional Labour' as a 'Youth Employment Monitor' (YEM), studying youth employment in the South EU (Greece, Cyprus, Croatia, Malta, Italy, France, Spain and Portugal) with regular updates.

The added deliverables were 1 report, 2 articles and 1 webGIS Observatory (the YEM).

Training (Axis 2/ WP2 & WP4)

The work of the Transnational Employment Centre (TEC) and the Key Account Managers (KAMs) would expand with an added cycle of certified training, apprenticeships, and also with workspace-matching services via the KAMs. Also, the NEET target group would be broadened to include both men and women aged 22-29.

Following these changes, 80 more former NEETs were expected to enrol in the training sessions, 10 more Apprenticeships would be provided, and 1 more service targeting young unemployed would be added.

Sharing economy e-platform (Axis 3/ WP5)

The already established e-platform would be supplemented with updated training material, workspace-matching tools and mentoring possibilities, to support the work of the KAMs. This would add 1 new approach to the 'Number of new approaches, methods and practices developed'.

Dissemination (Axis 4/ WP5)

YOUTHShare's policy proposals could be further disseminated by a 'Youth Employment Policy Ambassador' who would communicate them to national or EU-level policy makers and stakeholders (e.g. CEDEFOP). This strategy would add to the identification and dissemination of "best practices".

Chapter 2 Final outcomes: delivered products and milestones

2.1 Objectives achieved

The purpose of this chapter is to present the objectives accomplished by the YOUTHShare project, in a concise manner, following the structure of the Working packages and the anticipated deliverables, as described in the previous chapter. The outputs for both the initial YOUTHShare project and YOUTHShare 2.0 are presented together. The description of the delivered products is supplemented with short comments on their assessment, and the problems that arose, in order to set the baseline for the next chapter that will critically reflect on the activities and processes that the YOUTHShare project implemented, and their effectiveness. One overarching comment to be made at the very beginning, is that the COVID-19 pandemic and the restrictions imposed in 2020-2021 affected many aspects of the project.

WP 1. Stimulate Trans-locally A: A Transnational Research Network on the study of Youth Employment policies in MED EEA

The Transnational Research Network on Youth Employment Policies in the MED EEA was established among the four participating partners. However, since the COVID-19 pandemic and the restrictions imposed affected the course of the project, the transnational cooperation was mostly based on online meetings. The lockdowns reduced the fieldwork hours, but allowed more time for working from home on desk research and paper writing. Therefore:

- The 3 PhD dissertations on impact studies in various employment-related fields were not delivered within the initial 3 years of the project; this is to be expected, not only due to the pandemic, but also because it is understandably difficult to begin and complete a PhD thesis within three years (the duration of the YOUTHShare project). They, were however, completed and under review by the end of the two-year-long extension.
- 3 trans-national reports on the evaluation of employment initiatives were completed.
- 9 papers focusing on the above fields were published in journals, with 2 more under review in 2023.
- 5 chapters were published in collective volumes.

- 14 presentations were held in conferences worldwide (including Athens, Dublin, Bologna, Amsterdam, Melbourne, Rhodes, Madrid and the Youth Employment Ambassador presented at the OECD Conference).
- The 'COVID-19 Regional Labour Team', a dashboard with real-time regional statistics on the expansion of the pandemic and the contraction of employment, evolved into a separate project run by the UoA, the 'ResLab-Observatory' (<https://reslab.aegean.gr/observatory/>).
- The "Youth Employment Monitor" (YEM) was set up, an online Web-GIS-based tool designed to monitor youth employment in the Mediterranean EEA, freely available on the YOUTHShare webpage.

Altogether, achieving a transnational character for the network has not been easy, owing to the difficulties imposed by distance and language, not to mention the pandemic. Despite the designation of a senior researcher as work leader, to organise monthly meetings and promote cross-country teamwork, it seems that the collaborations were more effective on the national rather than the trans-national level.

WP 2. Stimulate Trans-locally B: A Transnational Employment Centre delivering tailored engagement for youth employment in social enterprises

The Transnational Employment Centre was key in addressing the main target of the project, the employment of NEETs. The Centre's branches have adapted and further developed the "Ripples in the Water" methodology for vocational inclusion. The work of the Key Account Managers (KAMs) has been fundamental in reaching out to NEETs and matching job seekers with employers based on their skills. The pandemic severely affected the outreach strategy and the KAMs' possibilities to contact NEETs face-to-face. Virtual focus groups were organised instead, which had to overcome a series of technical problems (Internet stability, background noises, limited experience with online applications), and hybrid events.

- 4 Branches of the Transnational Employment Centre were established, and 4 Key Account Managers (KAMs) were employed and trained by Fafo
- An action work plan and a manual (as described in WP3) were developed for the KAMs to follow in the implementation of their work. These, however, were based on face-to-face sessions, and their applicability was severely limited by the pandemic restrictions.
- Digital communication tools (banners, brochures, promotional content and events, social media campaigns) substituted for the originally intended printed material and face-to-face meetings, as well as personal networks and mouth-to-mouth power.

- Virtual tools were adopted to provide career coaching services (e.g. Viber, Skype and Zoom meetings), digitalized vocational profiles and resumes, and online forms for expressions of interest.

WP 3. Building European A: Delivering toolkits and IT platforms for training, counselling, job matching and skills utilizing based on expertise knowledge and EU best practices

The participating researchers and academics developed a series of training manuals and toolkits, designed specifically to introduce former NEETs to niche economic sectors and to remain relevant after the end of the project. The E-learning platform providing access to all this material was also established. In more detail, the products of WP3 comprise:

- A Training Manual for Key Account Managers (KAMs) on outreaching to NEETs, supporting their integration in the job market, and managing job matching relative to their skills (as previously described). An Action Work Plan template was produced as well. Neither, however, could be used with the COVID-19 restrictions.
- Training modules, handbooks & instructor manuals (accessible on <https://www.youthshare-project.org/training-manuals-and-handbooks/>). The Instructor Manuals are written in English, while the Trainee's Handbook are available in English, Greek, Italian and Spanish. The Modules include:
 - o Skills in resilient sectors
 - o Skills in social economy
 - o IT Skills in Sharing and Web-based Economy
 - o Soft skills for young people & Additional training materials

A handbook on design issues for young entrepreneurs, "Aspects of Design for non-Designers", was also written and is available online.

- An E-learning Platform on resilient sectors and pertinent social and sharing economy (<https://elearning.youthshare-project.org/login/index.php>). Apart from the four aforementioned modules, the platform contains user guides for enrolment and use of its tools, offers an asynchronous learning experience, and delivers training certificates after module completion.

All these tools, and particularly the e-learning platform, although developed before the pandemic, proved very useful after its outbreak. Some of the problems encountered were attributed to a certain vagueness in the description of the outputs and the quality required, problems of management, coordination and guidance, and the lack of commitment and interest from some partners; yet the personal motivation

and engagement of the other partners aided the successful implementation of this WP.

WP 4. Building European B: Training, apprenticeships and mobility schemes in social economy and resilient sectors

The training activities and internships included in this WP were carried out as planned, using the custom-designed E-platform, exceeding the initial outcome target of 300 trained NEETs. Specifically, by September 2023:

- 420 participants had taken part in the training sessions (356 in the first three-year period and 64 during the extension).
- 36 NEETs were selected, after the end of their training, and participated in mobility apprenticeships within the MED EEA.
- 210 former NEETs had completed internships (with 7 more to be completed by the end of the programme).
- 57 migrant or /and refugees had the opportunity to learn how to work in their host country.
- 54 YOUTHShare interns have transitioned from interns to full employees.

The pandemic restrictions impacted heavily on the delivery of these activities, as online e-learning tools had to be adopted, the training material had to be adapted to an online format, and instructors, as well as trainees, had to receive special training to use the online tools. Some delays or deviations occurred, but partners were free to explore different methods to deal with them (e.g., web tutorials, more training cycles with smaller groups, invited speakers, further training validation, digital award ceremonies). The pandemic also affected the internship schemes: language barriers, social distance and cultural differences caused communication and outreach problems; migrants/refugees were hard to reach; employers had little time to focus on the interns. The project managers used continuous communication and monitoring to motivate all participants; remote or online internships were introduced (with their advantages and disadvantages); some of the monitoring standards had to be revised to allow for less bureaucracy.

WP 5. Spread Globally: Best practices for NEETs identified and implemented through start up empowerment in social entrepreneurship and new sharing economy structures

In order to roundup and disseminate the results of this project to a wider audience, the following activities were completed:

- A 100-page report/manual on the recording of best practices has been compiled for the first part of the YOUTHShare project and is available online (<https://www.youthshare-project.org/best-practices-for-neets-description-and-evaluation-of-the-youthshare-project-2/>).
- *Join2Share*, YOUTHShare's sharing economy e-platform for the networking of social enterprises in resilient sectors has been set up and is available online (<https://www.join2share.eu/>). Via the platform, registered users can promote their SSE business, find and contact other similar businesses, find products and services from other SSE businesses, find Co-working spaces, and receive help on mentoring, legal issues and funding opportunities.
- 30 business ideas were submitted to the KAM's for assessment.
- Four proposals have received mentoring support to draw up business plans, marketing plans, statutes, logos etc. (two by Greek NEETS, one by a Cypriot NEET, and one enterprise by Italian NEETs).

WP 6. Management and WP 7. Communication

These Working Packages are not discussed in this Chapter, as they do not have specific deliverables; the purpose of these WPs was to assist and monitor the delivery of the other WPs. However, since their role was essential in the timely completion, the quantity and the quality of the deliverables, some outtakes from these processes will be discussed in the next chapter, which offers more critical reflections on both phases of the YOUTHShare project.

Chapter 3 The YOUTHShare project: best practices and reflections

3.1 Identified best practices and project accomplishments in the different work packages

In this chapter we will point to some overall best practices identified in the project and some reflections when the project is in its ending stage. In addition, we point to factors outside the project that impacted on how the project was implemented and what the project eventually accomplished. We have identified some topics relevant for the completion of the project and report some feedback based on these. We have listed the feedback under the headings of the work packages where they are most relevant, however some comments are more relevant for specific work packages whereas others are more related to the project, and some of the feedback is most relevant for the fund operators.

WP 1. Stimulate Trans-locally A: A Transnational Research Network on the study of Youth Employment policies in MED EEA

The definition of NEET used in the project

The YOUTHShare project focuses on the NEET (Not in Employment, Education, or Training) concept, a statistical construct identifying unemployed and marginalized youth. Unlike official unemployment statistics, NEET encompasses various statuses, uniting individuals not engaged in registered economic activity. OECD countries regularly use NEET-based statistics to monitor economically inactive youth. YOUTHShare specifically targets two NEET sub-groups: females aged 25-29 and young immigrant NEETs. The aim is to integrate these vulnerable groups into paid activities, recognizing the challenges they face in the labour markets of Mediterranean EEA member states.

While these groups were selected for valid reasons, the project faces consequences due to the narrow focus. NEET levels vary significantly in the study countries, encompassing diverse backgrounds, ages, educational levels, and household statuses. The project, however, concentrates on gender, a specific age range, and immigrant status, without thorough consideration of geographical contexts. This led to complications in recruitment for training and internships, as some NEET sub-groups had to be excluded.

Ultimately, the targeted NEET group became diverse, including female university graduates and immigrant single mothers with low education levels. The implications of these variations on project implementation were not explicitly discussed, but it affected outreaching activities and training sessions. While maintaining a consistent NEET definition throughout the project clarified the target group, the project could have benefited from reflecting on the criteria's relevance in the context of each participating country and exploring cross-national differences in the NEET problem. This was acknowledged in YOUTHShare 2.0, which widened the pool of NEET beneficiaries to include men between the ages of 22-29.

Transnational Research Network

A Transnational Research Network on Youth Employment Policies in the MED EEA was established and produced a series of publications, conference presentations and PhD dissertations on NEET-related issues. Online monitoring tools were also established and provided up-to-date data for researchers, in an easily available and visually clear format.

The transnational character could have been even better explored in the project; however, this would have required more effort to achieve. It appears that research collaborations were more effective on the country level (i.e., among people speaking the same language), and more effort on transnational work throughout the project period could have established even better connections between researchers from different institutions, at different experience levels and from different countries.

It has also become apparent, during the course of the project, that more interaction between the research findings and the programmed activities (i.e. the Transnational Employment Centre, the training modules, etc.) could have benefitted the project; the wide variations among NEETs in the four participating countries, for instance, could inform the outreach strategies and the training processes for each country and groups of beneficiaries.

WP 2. Stimulate Trans-locally B: A Transnational Employment Centre delivering tailored engagement for youth employment in social enterprises

Transnational Employment Centre

One of the first tasks carried out in the YOUTHShare project was to realise the plan of setting up a Transnational Employment Centre in the four countries: Greece, Cyprus, Italy, and Spain. A key feature of this was to recruit a Key Account Manager (KAM) in each country to staff the employment centre.

One of the most important best practice takeaways from this task was that recruiting a local KAM and setting up the Employment Centre gave the project a common activity

and a shared concrete structure around which to build other project activities. This was important for the success of the rest of the project, and it was a good use of project funds. This infrastructure contributed to giving concrete content and focus for the project, established a project infrastructure, and set the ground for the successful completion of other project tasks, in addition to those directly attached to the KAM.

WP 3. Building European A: Delivering toolkits and IT platforms for training, counselling, job matching and skills utilizing based on expertise knowledge and EU best practices

The developing of tools and training material

The YOUTHShare project faced a substantial challenge in developing training material and an e-learning platform to train an initial target of 300 NEETs across four different countries in social economy and IT skills related to sharing and the web-based economy. The project successfully accomplished this task during the Covid-19 pandemic, marking it as a significant achievement. The created training material and digital infrastructure in the form of e-learning platforms leave a lasting legacy from the project for future use.

The outreaching activities aimed at recruiting NEETs for training initiatives were significantly impacted by the pandemic, leading to a shift to online training. Despite this unforeseen challenge, the project successfully delivered scheduled training, showcasing resilience and adaptability. Mobility schemes were also carried out despite the pandemic, highlighting the project's commitment to its objectives.

However, the process of organising the work was complex, involving a project team spread across four countries. While successful, the organisation faced challenges in motivating and engaging team members, resulting in missed deadlines, friction, and disagreements. The lesson learned underscores the importance of fostering ownership and commitment among team members in cross-national projects, potentially smoothing collaboration and enhancing efficiency.

A difficult aspect of developing the training material was the dispersed nature of the selected NEET group, ranging from young women with master's degrees to immigrants with varying educational backgrounds and sometimes poor language skills. This diversity also played out differently in the varying local contexts where the project interacted. A lesson learned from this is that with a more detailed knowledge of differences across the counties in the target group, the training material developed could have been more segmented and directed at different needs within the NEET group rather than a one-size-fits-all approach. This could have met the challenge of integrating more young people into the labour market more effectively tailored to varying local contexts.

The project also lacked sufficient legacy planning, i.e., a scheme on how the training material could be utilised after the project's conclusion, highlighting a common difficulty in projects based on time-limited funding. A suggestion is for fund operators to more carefully consider strategies for exploiting the benefits of projects, such as contingency funding or formal agreements with institutions for sustainable exploitation of developments beyond the project period.

WP 4. Building European B: Training, apprenticeships and mobility schemes in social economy and resilient sectors

The role of the KAM

The Key Account Managers (KAMs) played a crucial but challenging role in the project, drawing inspiration from the Ripples in the Water and Supported Employment (SE) approaches. The KAMs received training in SE methods and started applying these techniques in local labour markets, which was a successful approach.

One of the main responsibilities for KAMs was to recruit NEETs for training. This was a hugely challenging task and different challenges were encountered in the different local contexts. For example, in Italy, attracting immigrant participants proved challenging, while in Greece, many of the recruited NEETs were highly educated women. The rigid approach of screening out certain groups, such as men, contributed to recruitment challenges, prompting the suggestion of a more adaptable strategy to accommodate local variations in the NEET population.

Part of the SE method involved KAMs engaging with local employers, a time-consuming task that required significant effort. The project could have benefited from improved coordination, potentially through collaboration with local job agencies or NGOs. Notably, the personal experiences of some KAMs and trainers, who had previously been NEETs themselves, emerged as a success factor. Their first-hand knowledge and struggles in entering the labour market added a valuable dimension to the training sessions, fostering a deeper connection with the NEET participants.

Incentives for NEETs

An important goal for the project was to motivate NEETs for training, internships, and mobility apprenticeships, in order to enhance their CVs and future job prospects. The training provided diplomas upon completion, however an unimplemented idea that was not tested was the use of micro-credentials. Linking training material to official ISO authorities and incorporating it into a European-level high school diploma could have significantly motivated low-educated NEETs, especially migrants. The project did not align with a European micro-credentials policy, something which may be a

potential solution for increasing incentives for NEETs to take part in potential future training.

The COVID-19 disruption also caused problems with outreaching to beneficiaries and potential employers; again, the sustained efforts of the PM and the KAMs helped overcome the problems, but the project had the potential to accommodate even more beneficiaries had a more focused and nuanced –in terms of targets- outreach and dissemination strategy been set in place and followed up.

WP 5. Spread Globally: Best practices for NEETs identified and implemented through start up empowerment in social entrepreneurship and new sharing economy structures

This WP had a two-fold aim. One the one hand, it produced the Report on Best Practices, aspiring to draw together the achievements of the project, the views of experts, and the participants' reviews and experiences, in order to provide guidance for similar practices and future projects; part of this Report is the document in hand, which aims to summarise and offer a reflective assessment of the project's processes and outcomes.

On the other hand, its deliverable was the establishment of start-up companies in resilient and social economy sectors by NEET beneficiaries. This is, understandably, a very ambitious target, as the challenges of setting up a new business differ greatly from country to country and from concept to concept. These challenges were amplified by the fact that the YOUTHShare project did not include funding for these companies, but aimed to provide mentoring support in other fields, such as developing a business plan, setting up statutes and other legal issues, organising managing, marketing and HR strategies, seeking funding from other sources (e.g. crowd funding etc.) and liaising with other similar businesses via the e-platform. In this respect, many business ideas emerged in the four partner countries, and they did receive the support required before being formally established; their official registration, however, in each country, was beyond the scope of the project. A noticeable deviation from the project's aims was that the social/solidarity economy component of the businesses developed was very weak, if at all existing; it seems that a better embedding of the social economy principles and processes in the training material might have helped in this direction. The COVID-19 pandemic restrictions may also have affected this development, as they prevented social contact and limited the cooperation possibilities.

WP 6. Management and WP 7. Communication

A complex project structure

The project involved numerous partners from academic and NGO sectors across four countries, including a Norwegian partner. It combined academic aspects such as PhD projects and publications with operational tasks ranging from technical IT work to HR-related responsibilities.

Management and communication among partners could have been improved throughout the project, and the leadership role played by the University of the Aegean was crucial for project completion. Ensuring continuous engagement and commitment from all partners proved challenging over the project's extended duration, as some partners and key staff members departed along the way. The prolonged timeline created difficulties in maintaining momentum and engagement within the large group. Reflecting on the process, there was potentially an underestimation of the complexity and time required management of the project.

The mix of research and operational activities posed a complex challenge. These tasks were organised in separate work packages and there was relatively little spill-over between the two modules. In hindsight, the content of the research tasks and the operational tasks could have been closer coordinated so that lessons from research were exploited better by the operational side of the project. This would however presuppose a more reflexive approach to the operational tasks.

Language problems emerged as a challenge, with English as the project language, leading to communication issues due to varying proficiency levels among project members.

Language problems also presented challenges when communicating with the immigrant beneficiaries and were exacerbated by the COVID-19 restrictions; these were somewhat – but not fully – overcome through the KAMs efforts and the use of online applications, which allowed the beneficiaries to study at their own pace.

An unexpected disruption occurred with the onset of the COVID-19 pandemic, leading to the halt of planned travel and face-to-face activities. This situation was unfortunate, as in-person meetings are conducive to building stronger commitment and communication among the project partners. The project did however manage to deliver its tasks despite this disruption, thanks to the continuous effort on behalf of the Project Manager to maintain the level of partner motivation and engagement via online meetings and updates.

In summary, the project's complexity, underestimated initially, required effective management, better communication, and consideration of factors such as project

duration, language barriers, and unforeseen disruptions to enhance overall success and collaboration.

An output driven project

YOUTHShare may be classified as an output-driven project, where predetermined goals and targets were established during the application stage, aligning with the fund operator's call. However, this approach poses challenges in project implementation.

Firstly, the emphasis on executing defined tasks led to a focus on quantifiable targets, limiting in-depth reflection on understanding the mechanisms behind the NEET problem and its connections to local labour markets and structural factors. This structural issue is rooted in the nature of the grant application process.

Secondly, committing individuals to predetermined outputs is more challenging than engaging them in the development of ideas. The project could have benefited from more efforts directed at engaging and aligning all project members with the predefined outputs.

Thirdly, the concentration on pre-defined outputs restricted the opportunity to adapt and modify project plans based on evolving conditions or new knowledge gained throughout the project period. Greater attention to opening "black boxes" and understanding specific mechanisms and dynamics behind the NEET problem within each county could have been advantageous.

Fourthly, an output-driven approach tends to foster an inward focus, centred on achieving project targets, potentially hindering collaboration with other local initiatives aiming to integrate young individuals into local labour markets. The project had no or limited contact with other NGOs and local authorities also directing initiatives at NEETs. It is possible that a closer collaboration with other local initiatives would have been beneficial for recruitment of NEETs and for also enhancing contingency plans.

Lastly, the project aimed to have a global impact while acting locally, a challenging ambition in practice. A more adaptable project plan, responsiveness to local needs, could have facilitated a closer alignment with this ideal, allowing for better integration with local initiatives. In conclusion, a reevaluation of the project's structural aspects, a focus on member engagement, flexibility in adapting to local conditions, and increased collaboration with external stakeholders could have enhanced YOUTHShare's effectiveness and global-local balance.

People centred approach

The contribution of the KAMs was another factor that aided the effectiveness of the project during the pandemic crisis: they had an active role in outreaching to potential

beneficiaries, they remained a strong reference point for both the project partners and the participating NEETs, and, as mediators, smoothed many communication problems during and after the lockdowns. However, the provision of support to the KAMs, as initially planned, had not anticipated this contingency, and the KAMs had to undertake extra responsibilities that could not be foreseen. This note means to underline the importance of personal engagement for the people involved, which extends their work beyond the delineation of the job description and adds versatility, resilience and value to any similar endeavour; we feel that it is important to consider extended responsibilities, initiative, and further leadership support for such roles in future projects.

Lacking legacy plans

The YOUTHShare project was established as a time-limited initiative with well-defined tasks. The project successfully met its targets. However, there was limited planning for sustaining project efforts post-funding. The project operated largely throughout its existence as a sort of isolated "bubble." Although the training modules and content are still available online, improved contact with other initiatives might have offered advantages, fostering better opportunities for continuing training, outreach efforts and activities like the Transnational Employment Centre and Key Account Managers' tasks beyond the project's conclusion. The continuation of these tasks on a volunteer basis or via AI tools has been considered, but we believe that such solutions would hardly match the value of a people-centred approach, the importance of committed staff and the stability of reference points, as evidenced by the contribution of the KAMs to the results of YOUTHShare. We, therefore, see much potential in establishing self-standing structures of support, linked to regional or national institutions, and train-the-trainers approaches that can operate beyond a project's completion date.

Impact of the project

The YOUTHShare project aimed to address the challenge of youth unemployment, especially in Mediterranean insular regions. Reflecting on its impact, a difficult question is how to measure the effectiveness of its initiatives. The project, primarily output-driven, met its quantifiable targets like providing training material.

However, it lacked an ambition to assess whether these predefined goals and approaches were the most impactful. Beyond the listed targets, the project added value by recruiting and training Key Account Managers (KAMs), enhancing the competence of numerous team members to support NEETs in the local labour market. Tools developed during the project hold potential for broader impact on employment opportunities. To measure future impact, integrating survey surveillance tools could be beneficial. Additionally, the project provided work experience for young individuals

and contributed to academic achievements through publications, strengthening its overall impact.

Funding via EEA and Norway Grants

The YOUTHShare project, funded by the EEA and Norway Grants, reflects on the conditions of the funding scheme. The project's formation was significantly influenced by the call and funding, with decisions on goals and outputs established early in the application process.

Limited flexibility to modify targets throughout the project's duration may have hindered innovation and further development processes during the project period.

The extensive progress monitoring system imposed by the funding operation, conducted through the digital platform EGREG, imposed a substantial management burden with unclear added value to the project. Streamlining reporting could have redirected time and resources to actual project tasks.

Moreover, despite multiple projects targeting NEETs funded under the same call, minimal collaboration occurred among these initiatives during the project period. Enhancing collaboration through mid-way conferences or similar initiatives could have facilitated idea exchange, fostered innovation, and created sustainable legacy plans, ultimately maximising the impact of the projects funded under the same call.

3.2 Conclusion

In conclusion, the YOUTHShare project, funded by the EEA and Norway Grants, has navigated various challenges, and achieved commendable successes in addressing youth unemployment, particularly in Mediterranean insular regions. This report highlights key insights from the project's diverse work packages, shedding light on both best practices and reflections on areas for improvement.

NEET Definition: The project's focus on the NEET concept, specifically females aged 25-29 and young immigrant NEETs, offered a targeted approach. However, challenges arose due to a narrow focus. The reflection suggests the project could have benefited from a more open approach on how to define NEETs, considering trans-national differences in prevalence and mechanisms behind the local youth employment problems.

Trans-National Research Network: Transnational Research Network on Youth Employment Policies in the MED EEA was established and produced a series of publications, conference presentations and PhD dissertations on NEET-related issues. Online monitoring tools were also established and provide up-to-date data for

researchers, in an easily available and visually clear format. The trans-national character, however, requires more effort to achieve, since it appears that research collaborations have been more effective on the national level.

Transnational Employment Centre: The establishment of the Transnational Employment Centre, including the recruitment of Key Account Managers (KAMs), emerged as a best practice. This structure provided a shared foundation for various project activities, emphasising the importance of clear project infrastructure and personal engagement in achieving overall success.

Training Material and E-learning Platforms: Developing training material and e-learning platforms for diverse NEET groups proved challenging but ultimately successful, even during the corona pandemic. Lessons learned include the importance of better coordination in organising work and addressing challenges related to the dispersed nature of the target group.

KAMs and Recruitment Challenges: The KAMs played a crucial role in recruiting NEETs, but challenges in this work varied across local contexts. The reflection highlights that a more adaptable strategy to accommodate local variations in the NEET population could have been taken. The personal experiences of KAMs and trainers, who were former NEETs, added significant value to the training sessions.

Incentives for NEETs and Communication: The project aimed to motivate NEETs through certificates, diplomas, and potential micro-credentials. However, the unimplemented idea of micro-credentials linked to ISO authorities could have further incentivised participation for NEETs. The reflection emphasises that communication about the project could have been improved, especially concerning collaboration with other local initiatives.

Global Impact and Project Structure: The project's ambition to have a global impact while acting locally encountered challenges. A more adaptable project plan and increased collaboration with external stakeholders are suggested to enhance effectiveness. The report also highlights language problems, unforeseen disruptions like the corona pandemic, and the need for better management and communication among partners.

Output-Driven Approach: The project's output-driven approach, while successful in meeting predefined targets, hindered a deeper understanding of the NEET problem. The reflection suggests a more reflexive approach to operational tasks and greater flexibility in adapting to local conditions for a more balanced and impactful outcome.

People Centred Approach: The Key Account Managers (KAMs) significantly contributed to project effectiveness by engaging with beneficiaries, serving as reference points, and mediating communication issues. They played a crucial role

during the pandemic. Yet their large responsibilities highlight the importance of personal commitment as well as the need for expanded support and leadership in similar future endeavours.

Lacking Legacy Plans: The project's success in meeting targets contrasts with limited planning for sustaining efforts post-funding. Improved contact with other initiatives is recommended to ensure the continuity of activities beyond the project's conclusion.

Impact of the Project: The project, primarily output-driven, achieved quantifiable targets but lacked ambition in assessing other impactful approaches. The reflection emphasises the added value in recruiting and training KAMs, contributing to the competence of team members, and the potential long-term impact of developed tools.

Funding via EEA and Norway Grants: The influence of the funding scheme on the project's structure and outcomes is acknowledged. Limited flexibility, extensive progress monitoring, and minimal collaboration among funded projects are highlighted. The reflection suggests a need for a more adaptive approach to targets and enhanced collaboration among funded initiatives.

In summary, the YOUTHShare project has made substantial contributions to addressing youth unemployment, learning valuable lessons along the way. The report emphasises the need for continuous improvement, adaptability, and collaboration to maximize the impact of future initiatives.

References

- Avagianou, A., Gourzis, K., Pissourios, I., Iosifides, T., & Gialis, S. (2022). Quite promising yet marginal? A comparative study of social economy in the EU South. *Comparative European Politics*, 20(4), 484–509. <https://doi.org/10.1057/s41295-022-00288-3>
- Avagianou, A., Kapitsinis, N., Papageorgiou, I., Strand, A. H., & Gialis, S. (2022). Being NEET in Youthspaces of the EU South: A Post-recession Regional Perspective. *YOUNG*, 30(5), 425–454. <https://doi.org/10.1177/110330882211086365>
- Avagianou, A., Karampela, S., Pissourios, I. A., & Polydorou, E. (2020). *Transnational report on the impact of employment policies on Social and Sharing Economies* (p. 173). Neapolis University Pafos. <https://www.youthshare-project.org/transnational-reports/>
- Avagianou, A., Kizos, T., & Gialis, S. (2022). Young NEETs in the EU South: Socio-spatial and gender divisions in between the Great Recession and the Covid-19 pandemic. *Geografisk Tidsskrift-Danish Journal of Geography*, 122(1), 32–45. <https://doi.org/10.1080/00167223.2022.2068636>
- Dova, E., & Pissourios, I. A. (2023). *Aspects of design for non-designers: From idea to entrepreneurship in product development*. <https://www.youthshare-project.org/training-manuals-and-handbooks/>
- Emmanouil, E., Gialis, S., & Papageorgiou, I. (2020). *Transnational Report on the impact of employment policies on young NEETs: Tackling youth disengagement through understanding the flexibilization- regional resilience nexus* (p. 228). University of the Aegean. <https://www.youthshare-project.org/transnational-reports/>
- Emmanouil, E., Poulimas, M., Papageorgiou, I., Strand, A. H., & Gialis, S. (2021). Dimensions socio-spatiales du phénomène des NEET dans les pays méditerranéens du Sud de l'UE: une dynamique régionale hétérogène dans le sillage de la crise. In G. Bellis, A. Parant, J.-F. Léger, & M. Carella (Eds.), *Populations et crises en Méditerranée* (pp. 21–44). Franco Angeli.
- Gialis, S., Dova, E., Chatzichristos, G., Papageorgiou, I., Pissourios, I. A., Triunfo, M. P., Gomez Romero, M. J., Marava, N., & Strand, A. H. (2023). *Best Practices for NEETs: Description and evaluation of the YOUTHShare project* (p. 101). <https://www.youthshare-project.org/wp-content/uploads/2023/12/Best-Practices-Report.pdf>

- Gialis, S., & Glenti, D. (Eds.). (2020). *Skills in Resilient Sectors: Educator's Manual*. University of the Aegean. <https://www.youthshare-project.org/training-manuals-and-handbooks/>
- Herod, A., Gialis, S., Psifis, S., Gourzis, K., & Mavroudeas, S. (2022). The impact of the COVID-19 pandemic upon employment and inequality in the Mediterranean EU: An early look from a Labour Geography perspective. *European Urban and Regional Studies*, 29(1), 3–20. <https://doi.org/10.1177/09697764211037126>
- Ioannis A. Pissourios, Natia R. Anastasi, & Stelios Gialis. (2021). Employment Opportunities for NEETs in Short-Term Rentals Operated Through Sharing Platforms: A Case Study Across Spain, Italy, Greece and Cyprus. *Management Studies*, 9(5). <https://doi.org/10.17265/2328-2185/2021.05.001>
- Kapitsinis, N., Poulimas, M., Emmanouil, E., & Gialis, S. (2024). Spatialities of being a young NEET in an era of turbulence: A critical account of regional resilience across the Mediterranean EU South. *Journal of Youth Studies*, 27(1), 35–56. <https://doi.org/10.1080/13676261.2022.2101355>
- Kavoulakos, K. I. (Ed.). (2020). *Skills in Social Economy*. <https://www.youthshare-project.org/training-manuals-and-handbooks/>
- Pesquera Alonso, C., Iniesta Martínez, A., & Muñoz Sánchez, P. (2022). Barriers That Keep Vulnerable People as NEETs. *Social Sciences*, 11(6), 253. <https://doi.org/10.3390/socsci11060253>
- Pesquera Alonso, C., Muñoz Sánchez, P., & Iniesta Martínez, A. (2021). Youth Guarantee: Looking for Explanations. *Sustainability*, 13(10), 5561. <https://doi.org/10.3390/su13105561>
- Pesquera Alonso, C., Muñoz Sánchez, P., & Iniesta Martínez, A. (2022). Is there a uniform NEET identity in the European Union? *International Journal of Adolescence and Youth*, 27(1), 207–220. <https://doi.org/10.1080/02673843.2022.2065922>
- Pesquera Alonso, C., & Strand, A. H. (2020). *Transnational report on the impact of education and training initiatives on young NEETs* (p. 193). <https://www.youthshare-project.org/transnational-reports/>
- Pissourios, I. A. (Ed.). (2020). *IT Skills in Sharing and Web-based Economy: Educator's Manual*. <https://www.youthshare-project.org/training-manuals-and-handbooks/>
- Strand, A. H., & Marava, N. (2020). *Training Manual for the Key Account Managers (KAM). Manual on NEETs' Outreach, coaching, utilising their skills and job matching*. University of the Aegean. <https://www.youthshare-project.org/training-manuals-and-handbooks/>

Fafo

Institute for Labour and Social Research

Borggata 2B, Oslo

P.O. Box 2947 Tøyen, NO-0608 Oslo

Telephone: +47 22 08 86 00

E-mail: fafo@fafo.no

fafo.no

