

Improving Proximity Responses for the Adaptation of Vocational Education and Training

2015-1-ES01-KA202-015976

Best Practice Dossier



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Date of delivery	12/04/2017
Date of revision	10/05/2017
Version	V2

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Content index

The Best Practices have been developed taking into account the different areas of the project. This is the reason to have included a content index.

The user can easily find the Best Practice which has developed a particular ambit.

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BEST PRACTICES FICHE

“Improving Proximity Responses for the Adaptation of VET”

This Best Practice was developed by Wisamar Bildungsgesellschaft Gemeinnützige GmbH. Wisamar is a non-profit educational institute in Leipzig, Germany, acting in vocational, cultural and adult education. Wisamar is accredited by TÜV as education provider according to AZAV principles and also by the Office for Migration and Refugees as Integration Course Provider. Together with partners from the Leipzig-Halle region as well as from all over Europe, we are committed to common European activities in education as well as regional development.

1. AREA COVERED BY THE BP

Local partnerships for VET	Training need analysis	VET Programming	Impact Assessment
x			

This Best Practice developed by Wisamar focuses on:

- Local partnerships for VET: How to build a Local Partnership for the continuous adaptation of VET. How to engage local key agents. How to manage its participation and which role can they play to ensure that VET delivered in the territory is relevant for the labour market. How to manage regarding information, coordination or planning within the partnership.

2. DESCRIPTION OF THE BEST PRACTICE

2.1 Promoting organisation Identification Data

Name	Netzwerk für berufliche Fortbildung Pforzheim (Network for continuous vocational education and training Pforzheim)
Country / Region / City	Germany/ Baden-Württemberg/ Pforzheim
Status (Public / Private)	Public-Private cooperation
Territory and population covered	ca. 200.000 inhabitants city of Pforzheim and parts of the district Enzkreis
Organisation's mission	The regional network for continuous vocational education and training promotes the cooperation between the different providers of continuous vocational training in the region and identifies training needs in continuous vocational education.
Web	https://www.fortbildung-bw.de/netzwerk-fortbildung/die-regionalen-netzwerke/kontaktadressen/pforzheim-2/

Pforzheim is a city of nearly 200,000 inhabitants in the federal state of Baden-Württemberg, in the south-west of Germany. It has an area of 97.8 km² (38 sq mi) and is situated between the cities of Stuttgart and Karlsruhe and marks the frontier between Baden and Württemberg, being located on Baden territory.

Netzwerk für berufliche Fortbildung Pforzheim (Network for continuous vocational education and training Pforzheim) is a public-private cooperation which promotes the cooperation between the different providers of continuous vocational training in the region and identifies training needs in continuous vocational education.

Training needs analysis is an important part of the training system and providers need to examine each factor and determine how they can work together to impact the training. Continuous vocational training as it is understood within two fields of education – vocational training and life-long learning.

- Brief description

The regional Network for continuous vocational education and training promotes the cooperation among the different providers of continuous vocational training in the region and identifies the needs of this type of education.

These structures would enable to create an interesting data of continuous education and training and would help to create the regional event calendar on continuous training. Thanks to them we can obtain the legal, financial and administrative framework of VET in their territory which is essential and will influence the development of the program. Furthermore, these networks will carry out the diagnosis of the current VET system in the territory.

Additionally, the partners of the network would give advice on this area during events, supported by regional office for continuous education and training. This cooperation model would be the best tool to cope with different challenges that would take place and achieve the expected results. Technical seminars, round tables, workshops and focus groups can help local agents to know and understand each other.

The network identifies training needs and the measured to be considered in the C-VET and stimulates the assistant and coordination of all members. These partners accept common quality criteria for their courses and training (regarding e.g. management, further education for their own staff, quality of courses in terms of didactics and methods, premises, certificates, transparency).

- Partners involved

The partners involved in this projects are chambers of commerce and industry, chamber of crafts, district administration, employment office and providers of continuous training (adult education centres, public and private institutions for C-Vocational education, vocational schools, college etc). These partners will work with indicators directly linked to the framework established and they used similar procedures, methodologies and tools would enable them to fulfil the objectives. Same basic principles that they have to bear in mind are gender equality, equal opportunities, environmental sustainability and non-discrimination.

- Cost / Financing

The networks are financially supported by the Ministry of Finance and Economics of the federal state of Baden-Württemberg. There is no information given on the budget of the network.

- Beneficiaries

In general terms, the beneficiaries of this program would be providers of continuous training and inhabitants of the region looking for a continuous education as well as unemployed people. Providers would cover the needs and set realistic objectives for developing training. The inhabitants and the unemployed represent the needs of society and the labour market, taking into account both the existing situation of local, regional and European labour markets and any expected changes to these when developing and implementing education and training policy.

- Resources needed

The main resource is a budget for staff responsible for the management of the network. If we work in a collaborative group, we can get input for everyone's work as laying out an initial budget can be problematic. Most initial estimates are just that—estimates so an interesting idea is to find a similar type or scope to the current one and use it as a model, in this way we can identify where resources can be added or subtracted. Being prepared for possible future and unexpected events would help, at some point in the project, to change easily the budget. To avoid unplanned work that leads to cost overruns, create change orders for work that goes beyond initial project requirements, with accurate projections of additional cost. Furthermore, we can seek additional funding for the project to cover change orders.

- Products and results obtained

As products, there may be a brochure with information on continuous vocational education and training and information on the providers and an event calendar.

Brochures are an excellent tool to promote the goals of the program and can be kept for future reference as it contains vital information. An effective brochure will reinforce the points and copies can be deposited or distributed to target groups leading up to a more formal relationship in the future. They can be handed out in the hands of the target groups which would help to establish the first contact, or can also be sent by email to a list of possible interested organisation and individuals. The brochure is designed to attract attention, build interest and trigger the audience member's interest. Brochures have a longer shelf-life than flyers, newsletters or newspaper articles, which increases their potential to have a longer term impact.

An event calendar is useful to work on a well-planned schedule saving time by allowing to create content in a focus window rather than day-to-day. Event calendars can be used to advertise and organise small and large events. This will provide useful information to users and they will be less likely to skip a day's content; everyone knows what is going out and when.

- Sources for more info

Visit these websites for further information:

- ✓ <https://mfw.baden-wuerttemberg.de/de/service/foerderprogramme/liste-foerderprogramme/regionale-netzwerke-fuer-berufliche-bildung/> (information of the ministry of finances and economics Baden-Württemberg)
- ✓ <https://www.fortbildung-bw.de/netzwerk-fortbildung/die-regionalen-netzwerke/> (general information on the regional networks for continuous education and training in Baden-Württemberg)
- ✓ https://www.fortbildung-bw.de/netzwerk-fortbildung/die-regionalen-netzwerke/kontaktadressen/pforzheim-2/?post_id=45551&pageld=3 (information on the partners involved in the regional network for continuous vocational education and training Pforzheim)
- ✓ http://epaper.moritz.de/fifo/2015/07/FiFo_PF_2015/#/2/ (brochure)

3. FIRST EVALUATION OF THE BEST PRACTICE

Characteristics	YES	NO	But...	Explanation
Affordable and useful for local agents	X			
Transferable / Adaptable/ Reproducibility	X			
Well managed (leadership, planning and communication)	X			
Innovative	X			
With potential multiplier effect	X			
Sustainable	X			
Well designed and implemented			X	no hard evidence for the real impact of the network
Tested – evaluated. With verifiable results			X	no hard evidence for the real impact of the network

- Evaluation of the Best Practice

Generally speaking, the Best Practice dossier is affordable and useful for the local agents and can be easily transferred, adapted and reproduced to current needs and unexpected changes.

It is well managed, that means there is clear leadership to carry out the project, the important points of the planning are clear and it allows a good communication among the agents.

It has to be highlighted that the BP it is innovative and its potential multiplier effect are sustainable during a long period of time.

Nevertheless, there is still outstanding to verify the implementation and the final results of the Best Practice document.

BEST PRACTICES FICHE

“Improving Proximity Responses for the Adaptation of VET”

1. AREA COVERED BY THE BP

Local partnerships for VET	Training need analysis	VET Programming	Impact Assessment
	X		

This Best Practice developed by Wisamar focuses on:

- Training need analysis: How to monitor labour market needs and its tendency to proactively adapt VET offer. Description of the best methodologies, applicable by local agents, in order to know current and future labour market needs in terms of training and skills

2. DESCRIPTION OF THE BEST PRACTICE

2.1 Promoting organization Identification Data

Name	Verbund Strukturwandel (VSW) (Alliance Structural Transformation)
Country / Region / City	Bavaria/ Munich
Status (Public / Private)	Private
Territory and population covered	1.500.000 inhabitants
Organisation's mission	Their mission is to support employees and employers to adjust to structural challenges.
Web	http://www.verbund-strukturwandel.de/index.shtml

Munich is the capital and largest city of the German state of Bavaria, on the banks of River Isar north of the Bavarian Alps. Munich is the third largest city in Germany, after Berlin and Hamburg, and the 12th biggest city of the European Union, with a population of around 1.5 million.

The Münchner Arbeit gemeinnützige GmbH is an organisation for employment and qualification. They support long-term unemployed people with special social difficulties and promote the professional orientation and qualification. Supported and working closely with the state capital Munich (especially the Department of Labor and Economic Affairs, the Social Council and the Cultural Council) and the Jobcentre Munich. As well, close cooperation with the Employment Agency, employers 'and workers' organisations, companies, social institutions, educational and cultural institutions and artists

Verbundstrukturwandel GmbH (VSW) was founded in 1994 as an affiliate of the state capital Munich and after the merger with the Münchner Arbeit gGmbH as a department of Munich's work. The VSW has carried out a number of labour market-related projects and consultations. It is a private organisation which main mission is to support employees and employers to adjust to structural changes.

They are main institutions which analyze the labour market in the territory of Baviera, collect data about required calcifications and the number of people seeking for a job, they gather relevant information will help to Forecast skills and labour market needs in short and long term, and the extent and manner in which it is used to influence educational supply.

- Brief description

Within the project “Competences for SMEs in Munich”, the Alliance developed guidelines for the assessment of regional training and qualification needs. With the regional assessment, it is possible to identify important fields for current further qualification and future qualification needs in order to support SMEs in human resources management and further education within the company. Therefore, the gap between job requirements and the existing qualifications needs to be analysed.

The assessment is based on the following instruments and methods:

- SME survey (questionnaire, telephone interview)
- Analysis of regional job offers
- Comparison of offers for continuous vocational education and training
- Analysis of target groups

The whole process is based on dialogue and analysis as well as interpretation of the collected data through the aforementioned methods. The assessment should be repeated every one or two years to measure the progress.

The organisation analyses education system related concern to forecasts skills and labour market needs. Nevertheless, in order to avoid surplus capacity and bottlenecks in the educational system in these cases, the forecasts also could be designed to act as guiding to applicants. The forecasts act is used as an early warning mechanism to help to alleviate potential labour market imbalances and support different labour market actors in making informed decisions.

- Partners involved

There is cooperation among partners from Portugal, Spain, Poland and Czech Republic in the framework of EQUAL.

EQUAL’s initiative focuses on supporting innovative, transnational projects aimed at tackling discrimination and disadvantage in the labour market. It was created to generate and test new ideas with the aim of finding new ways of fighting all forms of discrimination and inequality within and beyond the labour market. In general terms, its main goals are: increasing employability, encouraging inclusive entrepreneurship, facilitating adaptability, promoting gender equality and integrating asylum seekers. For this purpose, it develops the different projects on several core elements such as partner-working, innovation, empowerment, transnational cooperation and mainstreaming at the local, regional, national and international levels.

In many ways, EQUAL is a unique funding stream. It provides a “test bed” to explore and test out new ways of addressing the employment difficulties faced by vulnerable groups, using partnership-based approaches involving enterprises, public authorities, non-governmental organisations and social partners, among others. From the activities developed over the years a wide range of lessons, insights

and good practices have been gathered, and have since been disseminated to practitioners and policy-makers working in the employment and social fields - at regional, national and European levels.

- Cost / Financing

There is no data available.

- Beneficiaries

The main beneficiaries of this project are SMEs and employees with a training and qualifications needs.

- SMEs The education and training system, plays a crucial role in strengthening the competences of SME's human capital, this is why they should remain flexible and respond accurately to the demands of the labour market. Along the last economic crisis, it has been marked out that the discrepancy between the expressed needs of the labour market and the training provision offered in the market and the data of SME's training needs. This situation should be answered by current and up-dated Training Needs Analysis (TNA).

- Employees: A training need is a shortage of skills or abilities, which could be reduced or eliminated by means of training and development. Training needs hinder employees in the fulfilment of their job responsibilities or prevent an organisation from achieving its objectives. They may be caused by a lack of skills, knowledge or understanding, or arise from a change in the workplace. Training needs analysis identifies training needs at a local, regional or national level in order to help the labour market to develop and not to stagnate. The aim of training needs analysis focused on the employees is to ensure that training addresses existing problems. The training must be tailored to organisational objectives and is delivered in an effective and cost-efficient manner. Training needs analysis involves: monitoring current performance using techniques such as observation, interviews, and questionnaires, anticipating future shortfalls or problems and identifying the type and level of training required and analysing how this can best be provided.

- Resources needed

An initial budget for staff carrying out the assessment of training and qualification needs. Cost estimates need to be as accurate as possible to cover the expenses foreseen in the project. Furthermore, the category of the budget includes not only the base salary or wage for each person on the project but also the expenses that might arise along the conduct of the assessment such as moving allowance, use of public transport, etc. It should be advisable to prepare a possible checklist of potential costs to be prepared and set to tackle.

- Products and results obtained

The process of collecting information about an expressed or implied organisational need could be met by conducting training. As a result, we obtain training for managing the staff of SMEs including how to assess the training and qualification needs in a company. It is a method of determining if a training need exists and, if it does, what training is required to fill the gap. The gap between the present status and desired status may indicate problems that in turn can be translated into a training need.

This process of gathering information helps the trainer and the person requesting training to specify the training need or performance deficiency. Training may be needed when there is a gap between the desired performance and the current performance, and the reason for that gap is a lack of skill or knowledge. We must ensure that the training can be delivered and they cover all demands. SMART goals must be determined, stretching yet realistic: S - specific M - measurable A - achievable R - realistic T - timed (defined deadline).

- Sources for more info

Visit these websites for further information

- ✓ <http://www.fruehwarnsysteme.net/tools/32.html>

3. FIRST EVALUATION OF THE BEST PRACTICE

Characteristics	YES	NO	But...	Explanation
Affordable and useful for local agents	X			
Transferable / Adaptable/ Reproducibility	X			
Well managed (leadership, planning and communication)	X			
Innovative	X			
With potential multiplier effect	X			
Sustainable	X			
Well designed and implemented	X			
Tested – evaluated. With verifiable results	X			

- Evaluation of the Best Practice

In general terms, this Best Practice dossier is affordable and useful for the local agents and can be easily transferred, adapted and reproduced to current needs and unexpected changes.

It is well managed, that means there is clear leadership to carry out the project, the important points of the planning are clear and it allows a good communication among the agents.

It has to be highlighted that the BP it is innovative and its potential multiplier effect are sustainable during a long period of time.

It is still outstanding to verify the implementation and the final results of the Best Practice document.

BEST PRACTICES FICHE

“Improving Proximity Responses for the Adaptation of VET”

1. AREA COVERED BY THE BP

Local partnerships for VET	Training need analysis	VET Programming	Impact Assessment
		X	

This Best Guide developed by Wisamar focuses on:

- VET Programming: How to programme proactive VET locally. Best methodologies for the local partnership to adapt the VET delivered in the territory. Design and implementation of Local Action Plans to tackle identified mismatches.

2. DESCRIPTION OF THE BEST PRACTICE

2.1. Promoting organisation Identification Data

Name	German Institute for Adult Education Leibniz Centre for Lifelong Learning
Country / Region / City	Germany
Status (Public / Private)	Public
Territory and population covered	Germany
Organisation's mission	Research in the field of adult teaching and learning, continuing education programmes and institutions as well as on the political and institutional contexts of lifelong learning
Web	http://www.die-bonn.de/default.aspx

This Best Practice Dossier is based on the German Institute for Adult Education Leibniz Centre for Lifelong Learning. The institute is funded by the Government and the Federal States. It is a public institution and its website <http://www.die-bonn.de/default.aspx>

It conducts research in the field of adult teaching and learning, continuing education programmes and institutions as well as on the political and institutional contexts of lifelong learning. Its particular emphasis is on educational and institutional assistance for learning adults provided by teachers, programme planners, programme providers and managing staff in continuing education institutions as well as by those responsible for education policy. Its goal is to analyse the social framework to develop guidelines with respect to social integration and professional career, the research is conducted demand-oriented and in connection to service and labour needs.

The German Institute works closely in cooperation with institutions of adult educational practice, research institutes, educational policy and administration as well as with continuing education institutions in Germany and on a growing international scale. They observe changes in politics and practice and publish academic articles in professional journals and magazines. In addition, data collected by the research associates is available to other users.

- Brief description

The German Institute for Adult Education works in cooperation with Bertelmann Stiftung developed a web-platform <https://wb-web.de/>, a portal for continuing educators.

The portal is based on extensive research and discussions with providers of continuous education and training (adult education centres, private institutions, freelancers, etc.) and supports educators in developing, implementing and evaluating programmes in continuous education and training in order to increase the quality of continuous education and training in Germany with an open and independent platform. The portal also provides possibilities for networking.

The platform has a very well structured overview on how to develop courses for continuous education and training and suggests the following steps/ factors to be considered:

- topic/ title
- context (how the work life/ personal life benefits from the training, how they can use it in their work life/ personal life, which competences should be acquired)
- target group (characteristics, motivation, current situation, possible preconditions for learning, possible personal contribution)
- learning outcomes (aims of the offer, what to learn and how to learn it, qualifications to be acquired, possible control of learning outcomes)
- content/ topics
- course structure (overview with contents, aims, methods, media)
- methods (didactic methods)
- organisation (a type of event, timing)
- place and media (demands for space and which media to use)

In addition, the person responsible for the organisation of the training can cooperate with local training providers or freelance educators to develop the course. Therefore this person needs to know/ research the local landscape of training providers.

- Partners involved

This scheme will be developed by a partnership of the following collaborators.

1. The German Institute for Adult Education Leibniz Centre for Lifelong Learning. It establishes contacts between stakeholders in national and international continuing education and is hence the central, interdisciplinary active contact in this area. It enables research by providing infrastructures and transferring knowledge with publications, databases and general public relations. In accordance with the strategic objective of uniting research, development and infrastructural services, both departments work closely together.

2. The Bertelsmann Stiftung whose programs are therefore designed to strengthen society and help individuals reach their full potential by developing the resources needed to achieve those goals. Its work focuses on people since individuals must be in a position to participate – politically, economically and culturally – as the world grows more complex. The Bertelsmann Stiftung's programs provide access to the necessary knowledge and expertise while developing solutions that can help ensure this is the case.

3. Additional information and input would be added from providers of continuous training such as local and state adult education centres, private institutions, freelancers, etc.

- Cost / Financing

The information on this platform is free and can be used without any fees.

- Beneficiaries

The beneficiaries of this project are continuous educators and education planners in Germany. The guidelines and data obtained can be strong or conditional depending on the quality and results of the collected information. This information helps to improve the quality and equity of the general education system.

Furthermore, the ultimate beneficiaries are learners, undertaking continuous educations and training, as well as their families and their communities. In general terms, society also benefits from these recommendations and can contribute to their successful implementation.

- Resources needed

The main resource is a budget for staff responsible for the development of courses in continuous education and training, for example, key agents. Besides, these courses not only need qualified personnel and quality learning programs but also there are costs in material aspects: computers, the Internet, and related material are needed. Tools to develop these projects such as educational reporting, conduct explorative or experimental studies have expenses.

- Products and results obtained

During the execution of this Best Practice different products are obtained:

1. Information on planning: The training plan will outline who will deliver the training, and when and where your apprentice or trainee needs to go to receive the structured component of the training. A training plan must be devised within limited and be treated as a working document. It should be flexible enough to meet all your needs.

2. Developing, implementing and evaluating continuous education and training with materials. Successful training delivery depends on:

- Accurate identification of participants' training needs
- A carefully crafted training plan
- Well-managed training details
- Thorough and relevant materials
- Prepared trainers, ready to present a compelling learning experience

There are a huge array and a variety of training methods each with its advantages and disadvantages. In designing a course, a healthy mix of a few methods provides variety, overcomes monotony and boredom and energises participants. The course design process includes the following activities: identifying appropriate goals, choosing contents linked to the goals, selecting how to achieve the goals, assessing a particular learning, the teaching style and how participants learn and the final role of the course.

3. Experience reports and case examples: The experience reports and case example studies are all based on real incidents in the training framework with real consequences for the people involved. The

case study approach is one way in which such active learning strategies can be implemented and assessed in institutions. These experiences are an important role in developing skills and knowledge in continuous education and training programs. Experience reports and case example also discuss experiences (both good and bad) of the adoption and implementation of the programs designed. The information gathered at the conclusion of experiences will help to assess the effectiveness of the current training and help improve future training sessions.

- Sources for more info

Visit these websites for further information:

- ✓ <https://wb-web.de/wissen/lehren-lernen/kursplanung.html> (general information on the development of courses)
- ✓ <https://wb-web.de/material/lehren-lernen/was-muss-ich-bei-der-kursplanung-beachten.html> (checklist for the development of courses).

3. FIRST EVALUATION OF THE BEST PRACTICE

Characteristics	YES	NO	But...	Explanation
Affordable and useful for local agents	X			
Transferable / Adaptable/ Reproducibility	X			
Well managed (leadership, planning and communication)			X	some case examples are given, but there is no hard evidence how well the courses are managed
Innovative	X			
With potential multiplier effect	X			
Sustainable	X			
Well designed and implemented	X			
Tested – evaluated. With verifiable results			X	the information given is a result of extensive research and the single structures/ methods which are presented are tested before they got published, but there is no hard evidence like an evaluation report for single projects

- Evaluation of the Best Practice

In general terms, the Best Practice dossier is affordable and useful for the local agents and can be easily transferred, adapted and reproduced to current needs and unexpected changes.

It is well managed, that means there is clear leadership to carry out the project, the important points of the planning are clear and it allows a good communication among the agents. However, there is not still enough information to prove how well the courses are managed.

It has to be highlighted that the BP it is innovative and its potential multiplier effect are sustainable during a long period of time.

The steps are well designed and implemented. Nevertheless, the information given is a result of extensive research and the single structures/ methods which are presented and which were tested before they got published, but there is no hard evidence like an evaluation report for single projects.

BEST PRACTICES FICHE

“Improving Proximity Responses for the Adaptation of VET”

1. AREA COVERED BY THE BP.

Local partnerships for VET	Training need analysis	VET Programming	Impact Assessment
			x

This Best Practice developed by Wisamar focuses on:

- Impact Assessment: How to assess the local impact of VET. Identification of real impact of the VET provided in the territory in terms of relevance for the labour market needs. Evaluation its efficiency

2. DESCRIPTION OF THE BEST PRACTICE

2.1 Promoting organisation Identification Data

Name	RKW Baden Württemberg
Country / Region / City	Germany/ Baden-Württemberg
Status (Public / Private)	non-profit private
Territory and population covered	Baden-Württemberg, 10.777.000 inhabitants
Organisation's mission	The RKW Baden-Württemberg is the partner for medium-sized companies in the federal state of Baden-Württemberg. It helps with big or small problems, access to new markets or to plan a strategic repositioning.
Web	http://www.rkw-bw.de/rde/

Baden-Württemberg is a state in Germany located in the southwest, east of the Upper Rhine. It is Germany's third largest state in terms of size and population.

The RKW Baden-Württemberg is the partner for medium-sized companies in the federal state of Baden-Württemberg, with 10.777.000 inhabitants. Its main procedures are based on goal-oriented consultation and support with hands-on advice. It helps with big or small problems, access to new markets or to plan a strategic repositioning. In order to ensure success, it is essential to recognise what is needed in the future, develop innovative power and implement new ideas.

An enterprise needs three things: Consultation, further training, and information. These are three central themes which are very important for us. We deal with these themes with The RKW-System – to your advantage. You profit from our extensive experience of being partners to small and middle-sized companies. RKW Baden-Württemberg is part of a German wide organisation and is legally and economically independent.

RKW Baden-Württemberg is part of a German wide organisation and is legally and economically independent. It connects networks, co-operates with Chambers of Commerce, specialised organisations,

and public banks. It coordinates future-oriented projects of the Land Baden-Württemberg and the accompanying consultation programme.

- Brief description

The aim of the project 'Education controlling in SMEs' aimed at developing instruments and methods to make the value of continuous education and training visible, plannable and measurable. Following their model, measuring the impact of continuous education and training is part of a circle and therefore does not start at the end of a course, but has to be taken into account from the beginning. After the training needs have been identified, the planning of the continuous training starts including the definition of learning outcomes.

During this phase, the following questions play an important role:

- What should be different in the company after the continuous training compared to the current situation and how can this be recognised afterwards?
- What are the benefits of the continuous training for the company?
- How does the continuous training help to reach the company goals?

Also before the training takes place a transfer plan should be established answering the following questions:

- Which tasks will the persons taking part in the training carry out after the training applying what they have learned?
- Which results are expected?
- Who is responsible for supporting the employees after the training and to review the results?

After the training the following questions are relevant:

- Has the continuous training been realised as planned?
- Have there been deviations from the plan?
- Did the participants reach the intended training success?
- Is it necessary to make changes to the transfer plan?
- Has the transfer plan been implemented as planned?

These questions must be answered by looking at the existing world: to things as they currently are what an education training and company policies should be an issue. Thus, we can recognise current ongoing, what is needed in the future, educational develop innovative power and Implement new ideas.

- Partners involved

The project was carried out by various organisations and enterprises.

- RKW Baden-Württemberg an organisation formed by well-qualified, independent consultants and skilled people with solid training, long work experience, vision, and commitment. They are specialists who recognise needs, options, chances, and support in developing the full potential and help small and medium companies to be more competitive.

- RKW Kompetenzzentrum: This partner works with and for SMEs to find solutions for the challenges of the future focusing on the skilled workers, innovation and enterprise development. They focus on small and medium-sized enterprises of the manufacturing and crafts sector. The creation of new businesses for the future of the economy is an important key in society.

The RKW Competence Centre is a non-profit research and development institution of RKW and Innovation Centre of German Business is the Federal Ministry for Economic Affairs and Energy (BMWi) following a decision of the German Bundestag. The RKW Competence Center sees itself as a platform on

which all parties involved in the economic process work together. Parties including companies, social partners, associations, politics, and science are in our bodies represented.

-In this project these are 6 selected enterprises which take part in this project:

- BILZ GmbH + Co. KG. It is a company which works with tool clamping systems.
- FEINGUSS BLANK GmbH: Its production is concentrated in investment casting parts.
- Bernd Kußmaul GmbH. They are architects of technical processes, they adapt production processes.
- Freidrich Lütze GmbH. It is a company which works with highly flexible C-Track cables to installation and communication technology.
- Profilmetall Gruppe. They work with forming systems, roll forming tools and mass production assembly-ready profiles.
- Theben AG. They focus their business on energy saving comfort.

▪ Cost / Financing

No information on the budget. The project has been financed by the ministry of finances and economics Baden-Württemberg and the European Social fund (ESF).

▪ Beneficiaries

The ultimate beneficiaries are SMEs and employees with training and qualification needs:

1. Beneficiaries: SMEs further training programme covers different needs detected on these companies. The amount of data available is increasing steadily and in this information guarantees success. Well chosen information, the more well-founded, sound and current the better. The gathered experience gained from many hundreds of consultations is essential, and further training measures annually to adapt the needs of the SMEs to the current business market. For example, RKW offers a personal consultant to SMEs. A consultant with whom they can discuss questions, problems, and ideas, with whom they can develop solutions for their business.

2. Employees with training and qualification needs. All the experience is connected to the newest discoveries and developments which are based on intensive co-operation with experts from research and economics. The final objective is to link the requirements of the labour market to employees with training and qualification needs in order to make the companies more profitable.

▪ Resources needed

It's compulsory to have a budget for the staff carrying out the evaluation and measuring the impact of continuous education and training. The cost of an impact evaluation is dependent on many factors, each particular to the program being evaluated, the outcomes of interest, and the local context for the work. For example:

- Evaluation questions: The number and type of evaluation questions will affect costs. A large number of evaluation questions will typically increase sample size and/or the number of different data collection instruments needed.

- Implementing program features: The primary outcome(s) to be measured and how fast the outcome is likely to change will have implications for sampling
- Evaluation design: The critical design feature for an impact evaluation is the identification of a comparison group that will provide a counterfactual situation. The sample size, geographic coverage, and the types of data collection needed for program and non-program populations (e.g., population-based survey, facility-based survey, in- depth participant interviews) all influence costs.
- Country context: Local data collection costs vary across countries, depending on the local capacity for data collection, transport costs, ethics review costs, etc.

The impact can be assessed throughout different tools such as evaluation questions, evaluation designs, country context, anonymous questionnaires, etc. The materials to carry out the impact assessment should very well structured and be useful to guide an interested person systematically through the whole process of impact assessment in education controlling programmes.

▪ Products and results obtained

As a final product, we obtained a manual. This manual will settle the aspects which help the user such as education controlling for SMEs explaining model, the instruments and methods as well as giving examples of the implementation.

- Manual: Manual establishes a standardised framework to assess the impact and specifications for indicator measurement. The definitions and methodologies provided will ensure the consistent use and interpretation of statistics on training education programmes context. The data required to calculate these indicators will be collected through standardised methods comprises in the other Best Practices in order to enable policymakers to review progress over time and compare their results with those of other countries.
- The instruments and methods: Present a more comprehensive set of internationally comparable factors. They must be detailed with measurement specifications and practical guidance on appropriate interpretation of the indicators.
- Giving examples. This method will help the person using the Best practice to ensure the consistent use and interpretation of the elements. This will emphasise the good use of it and they will verify a pattern and the result to obtain.

▪ Sources for more info

Visit this website for further information:

- ✓ <http://www.bildung-controlling.de/leitfaden-bildungscontrolling/> (there the brochure of the project as well as the guidelines can be downloaded)

3. FIRST EVALUATION OF THE BEST PRACTICE

Characteristics	YES	NO	But...	Explanation
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Affordable and useful for local agents	X			
Transferable / Adaptable/ Reproducibility	X			
Well managed (leadership, planning and communication)	X			
Innovative	X			
With potential multiplier effect	X			
Sustainable	X			
Well designed and implemented	X			
Tested – evaluated. With verifiable results	X			

▪ Evaluation of the Best Practice

The Best Practice dossier is affordable and useful for the local agents and can be easily transferred, adapted and reproduced to current needs and unexpected changes.

It is well managed, that means there is clear leadership to carry out the project, the important points of the planning are clear and it allows a good communication among the agents.

It has to be highlighted that the BP it is innovative and its potential multiplier effect are sustainable during a long period of time.

It has been checked that it is well designed and implemented. Besides, it has turned out to have verifiable results after been tested and evaluated.

BEST PRACTICES FICHE

“Improving Proximity Responses for the Adaptation of VET”

This Best Practice was developed by NOTUS. NOTUS Applied Social Research is a non-profit association dedicated to applied research in the social field recently created and founded by Spanish experts with a long career in the fields of local and international development, in the analysis of employment, labour market and vocational training.

NOTUS's mission is to develop applied studies on the social problems of the countries of southern Europe and the Mediterranean Basin and support key public and private actors (economic and social) involved in socially responsible and sustainable growth of their territories.

1. AREA COVERED BY THE BP

Local partnerships for VET	Training need analysis	VET Programming	Impact Assessment
	x	x	

This Best Practice developed by Consorcio del Pacto Territorial focuses on:

- Training need analysis: How to monitor labour market needs and its tendency to proactively adapt VET offer. Description of the best methodologies, applicable by local agents, in order to know current and future labour market needs in terms of training and skills
- VET Programming: How to programme proactive VET locally. Best methodologies for the local partnership to adapt the VET delivered in the territory. Design and implementation of Local Action Plans to tackle identified mismatches.

2. DESCRIPTION OF THE BEST PRACTICE

2.1. Promoting organization Identification Data

Name	Public employment services in Aragon – DETECTA
Country / Region / City	Spain / Aragon
Status (Public / Private)	Public
Territory and population covered	Aragon, 1,350,000 habitants
Organisation's mission	Public employment service
Web	http://www.aragon.es/inaem

Aragon is an autonomous community in Spain. Located in northeastern Spain, the Aragonese autonomous community comprises three provinces (from north to south): Huesca, Zaragoza, and Teruel. Its capital is Zaragoza. The current population is 1,350,000 inhabitants.

In 2009, Public Employment Services in Aragon decided to launch DETECTA which is a program designed for identifying skills needs and reducing the skill gap through training.

The practice is managed by the regional government of Aragon, through its Public Employment System. Hence, it needs the collaboration of a wide number of actors, from the public and private sector (social agents, training centres, companies and business associations, other departments of the regional government of Aragon, etc.), to gather the information from all points of views and sectors.

The success of these public policies needs the cooperation among all stakeholders involved in the labour and training market. Human resources skills are a key factor for the development of the production system of a region. The characteristics of these skills depend on the current economic and education systems, at medium and long term, and on the Vocational Training for Employment, in the short term. A methodology to detect training and skills needs is vital for the correct design of public training.

Management of public policies aimed at improving the quality of training implies investment in chances of economic and social growth, but also, it has an impact on the professional development of workers, in the companies' strategies, in the employability of groups with special difficulties, and in the productivity of the different business sectors and economic activities.

▪ Brief description

DETECTA is a tool launched by the Public Employment Services in Aragon in 2009. It is aimed at making a real diagnosis about the training needs of the labour market in the region. This diagnosis would help to plan the Vocational Training for Employment in Aragon provided by the regional government in a rational way and according to the current and future socioeconomic situation. Different stakeholders take part in the elaboration of this tool.

The programme has annual objectives and activities which follow the structure to compile all the necessary information:

- Technical workshops on the adequacy of occupational training to the labour market needs;
- Key Informant Network on Training for Employment,
- Working sessions with technicians from the Public Employment Services;
- Statistical analysis;
- Regular queries to local development agents;
- Regular contacts with main institutions and HR companies (Adecco, Infojobs, etc.).

This plan is also a very useful information document for training centres that also offer Vocational Training for Employment.

The results are widely published yearly among companies, training centres, etc., and used by main stakeholders, especially the regional government to design the Vocational Training for Employment offer.

This programme won the Innovation in Public Management Awards in Spain (2012).

- Partners involved

The Public Employment Service is the body which coordinates the programme, with the active collaboration of trade union (representing worker), business associations and companies (representing SMEs, mainly), technicians of the Public Employment Service (for the point of view of job seekers) training centres, consulting companies, and experts in the labour market.

Every year around 200 organisations and experts participate in the analysis of labour market needs

- Cost / Financing

Regional budget

- Beneficiaries

The main beneficiaries are the participants in the Vocational Training for Employment provided by the Public Employment Service in Aragon. Employees and job seekers, at the first stage, but also, companies and other stakeholders, like the training centres, universities, HR companies, decision makers, etc.

Indirectly, DETECTA provides useful guidelines for planning vocational training to other stakeholders, such as VET providers or local actors.

The ultimate aim of this plan is to learn about the lack of training of companies and the population economically active region of Aragon. The needs may be diverse; however, circumstances in the labour market may be similar for certain social groups, or "Collective" workers. The groups considered by INAEM are:

- Low-skilled young people
- Qualified workers (university graduates)
- Women
- Unemployed workers
- Busy workers
- Workers with special insertion difficulties
- Rural workers
- Workers in sectors in crisis
- Special collectives

- Resources needed

DETECTA has entailed a substantial effort from the Public Employment Service in Aragon in order to organise and coordinate the participation of organisations and experts in a structured way and to carry out the analysis and validation of this consultation process.

Plan DETECTA goals are:

- Identify the dimensions that most adequately reflect the training needs,
- Construct a priority indicator by training speciality, this criterion is useful to develop a programming in the annual Training Plan for Employment.
- Classify the result by economic activity, professional family, and groups.
- Detection of future training needs to facilitate training planning

Collaboration among partner of the programme is needed in order to foster a medium-term employment programme, especially in aspects related to:

- Professional certification
- In-company training plans
- Limitations of groups with difficult social insertion
- Improvement in teaching tools
- Teletraining

▪ Products and results obtained

Every year, DETECTA analyses training needs in Aragon and provides practical recommendations to plan the offer of Vocational Training in the region. The need analysis combines quantitative and qualitative information in order to:

- establish the priority level of each training specialty, according to the demand for labour and skills mismatches
- identify the most relevant training needs according to economic activity, training specialty, and target group
- provide recommendations for medium-term action in terms of certification, continuous vocational training in enterprises, disadvantaged groups in the labour market, improving didactic materials

The most important products of this practice are the results themselves, which are published annually in the Public Employment Services website from the Aragon region. The results of the practice are the following:

- identifying the training needs in the labour market;
- identifying the skill needs in the labour market;
- adapting the Vocational Training for Employment offer in Aragon according to the
- diagnosis of the training and skill needs to be made.

▪ Sources for more info

Visit these websites for further information:

- ✓ <http://www.aragon.es/DepartamentosOrganismosPublicos/OOAA/InstitutoAragonesEmpleo/Ar easTematicas/Formacion/AccionesInvestigacion/ci.Detección-de-necesidades.detalleIaem>
- ✓ <http://www.aragon.es/DepartamentosOrganismosPublicos/OOAA/>

3. FIRST EVALUATION OF THE BEST PRACTICE

Characteristics	YES	NO	But...	Explanation
Affordable and useful for local agents			x	This practice has been launched by the public employment service at the regional level. However, the approach is affordable and useful for local agents, namely the establishment of a structured consultation process combined with statistical analysis.
Transferable / Adaptable/ Reproducibility			x	The establishment of a structured consultation process is transferable at the local level. The combination with statistical analysis would need the involvement of regional actors
Well managed (leadership, planning and communication)	x			It seems well managed and it is widely communicated
Innovative	x			It is innovative in the framework of regional analysis of labour market needs to adapt the offer of VET
With potential multiplier effect	x			It shows a multiplier effect in the increasing involvement of companies and organisations. It promotes partnership at local levels
Sustainable	x			It has been active since 2009 and the plan is to keep it going
Well designed and implemented	x			It seems well designed and implemented according to available documentation
Tested – evaluated. With verifiable results	x			It has won the Innovation in Public Management Awards in Spain in 2012. It has been selected as good practice by the project Nemesi (nemesi-project.eu)

▪ Evaluation of the Best Practice

In general terms, the approach is affordable and useful for local agents, namely the establishment of a structured consultation process combined with statistical analysis.

The establishment of a structured consultation process is transferable at the local level. The combination with statistical analysis would need the involvement of regional actors

It seems well managed and it is widely communicated

It is innovative in the framework of regional analysis of labour market needs to adapt the offer of VET. It shows a multiplier effect in the increasing involvement of companies and organisations as it promotes partnership at local levels

It has been active since 2009 and the plan is to keep it going. It seems well designed and implemented according to available documentation

It has won the Innovation in Public Management Awards in Spain in 2012. It has been selected as good practice by the project Nemesi.

4. COMMENTS

The tool DETECTA provides short and medium-term guidelines for planning the regional offer of Vocational Training for Employment in the region of Aragon. Its main strength is the involvement of regional actors in a structured consultation process combined with statistical analysis of available sources. Priorities for VET are established taking into account labour demand, skills mismatches and employment rate of participants in VET courses

BEST PRACTICES FICHE

“Improving Proximity Responses for the Adaptation of VET”

1. AREA COVERED BY THE BP

Local partnerships for VET	Training need analysis	VET Programming	Impact Assessment
	x	x	

This Best Practice developed by Consorcio focuses on:

- Training need analysis: How to monitor labour market needs and its tendency to proactively adapt VET offer. Description of the best methodologies, applicable by local agents, in order to know current and future labour market needs in terms of training and skills
- VET Programming: How to programme proactive VET locally. Best methodologies for the local partnership to adapt the VET delivered in the territory. Design and implementation of Local Action Plans to tackle identified mismatches.

2. DESCRIPTION OF THE BEST PRACTICE

2.1. Promoting organisation Identification Data

Name	Fundació Lacetània
Country / Region / City	Spain / Catalonia / Manresa
Status (Public / Private)	Private
Territory and population covered	Comarca Bages, 175.000 habitants
Organization's mission	Promoting initial and continuous vocational training
Web	http://www.fundaciolacetania.org

Manresa, in the interior of the province of Barcelona, is the capital of the region of Plà de Bages. It is an industrial area with textile, metallurgical, and glass industries.

Fundació Lacetània is an innovative project in Catalonia for having fostered the relationship between students and enterprises. His aim is to strengthen relations between schools and the business territory. The Foundation has signed agreements with more than 1,500 companies and, at currently, students from eleven schools in the Bages benefit from this relationship.

Fundació Lacetània is a leader in the promotion and development of vocational training

2.2. Identification Data of Good Practice

- Brief description

Fundació Lacetània was created in 1990 by the Chamber of Commerce and Industry of Manresa, the metal employers' organisation of Bages and the secondary school Lacetània. The initial objective was to

promote in-work training of IVET students and to strengthen the links between IVET schools and local companies. Over the years the initial partnership has been enlarged. Nowadays, the foundation counts with the support from nine secondary schools and diverse public and private actors, including local administrations, employers' organisations, and trade unions.

With the collaboration of other institutions, Fundació Lacetània created the Practical Training Centre in 2001. It is located in the Palace Exhibition and equipped with machinery and equipment of an advanced technology that allows teaching courses promoted by the Foundation itself, and others hired by external organisations both occupational training and recycling of active workers with a high level of quality.

The aim of the centre was to promote high-quality continuous vocational training addressed to the metal sector. Vocational training is provided for both unemployed and active workers in need of recycling or up-skilling. It includes a broad range of specialties, such as project design, mechanical manufacturing, automation, maintenance, and verification. The centre benefits from the local partnership and in particular the collaboration of local companies of the metal sector in order to monitor local labour market needs and adapt the VET offer.

- Partners involved

The Practical Training Centre belongs to Fundació Lacetània. In addition to Fundació Lacetània, the institution's promoters of the centre are the municipality of Manresa, the Chamber of Commerce and Industry of Manresa, the Metal employers' organisation, the SMEs employers' organisation and Caixa Manresa (local bank). The centre counts with forty collaborating companies.

The centre was founded in 2001 with financial contributions from the City of Manresa, Caixa Manresa Chamber of Commerce and Industry of Manresa Foundation Lacetània Metallurgical Employers Bages Bages Pimec and 32 companies supported Department of Employment, Industry, Trade and Tourism

The management of the centre is made up of representatives from diverse public and private local actors, including companies, trade unions, employers' organisations and local administrations.

- Cost / Financing

The centre was created thanks to the financial contribution of its promoters and 32 collaborating companies. It also received the support from the Catalan administration.

The centre benefits from public funding for the provision of VET in accordance with the regulation of VET funding in Spain.

- Beneficiaries

Since its creation, the Practical Training Centre has provided about 600 courses to 7,000 beneficiaries.

The centre provides general VET courses for unemployed and active workers as well as tailored-made VET courses specifically adapted to the needs of local companies.

The centre has developed an innovative training programme for unemployed people which includes in-work training in local companies (similar to dual vocational training for IVET students). Unemployed people are paid during in-work training.

The centre is actively engaged in the promotion of continuous vocational training in SMEs and, in particular, micro-enterprises. The centre also offers technical support to local companies in terms of product design, manufacturing, and verification.

The Foundation annually organises the Manresa Student fair altogether with TTSS Central Catalonia Department of Education, the City of Manresa, the district councils of Bages, Berguedà and Solsonès. It also organises information sessions on vocational training to students and parents of the secondary school. Besides, Join Conferences and disseminations of rapprochement between schools and companies and institutes organised by the Conference Lacetània.

- Resources needed

The premises of the centre are 1,000 square meters. It counts with advanced machinery and six experienced VET teachers.

Furthermore, the Foundation works with several institutions:

Institut Guillem Catà www.inskta.cat	Institut Quercus www.iesquercus.com	Institut Mig-Món www.iesmigmon.cat	Institut Llobregat www.illobregat.cat
Institut Castellet www.inscastellet.cat	Escola d'Art www.escolaart-manresa.cat	Institut Lluís de Peguera moodle.inspeguera.cat	
Institut Gerbert d'Aurillac www.iesgerbert.cat	Institut Cal Gravat www.calgravat.cat		

- Products and results obtained

The Centre shows good results in terms of quality of continuous vocational training, labour insertion of unemployed people and access of SMEs to continuous vocational training.

They manage the internship of students in vocational training in companies and of high school students of high schools affiliated with the Foundation. Each school has a responsible in charge of the relations with the companies. The foundation finances the new equipment of these affiliated institutions which improve the quality of education that students receive.

The Foundation organised through the Department of Education and other institutions refresher courses for teachers of secondary schools in Catalonia and preparation course for vocational training.

- Sources for more info

Visit these websites for further information:

- ✓ <http://www.fundaciolacetania.org>
- ✓ <http://www.lacetania.cat/>

3. FIRST EVALUATION OF THE BEST PRACTICE

Characteristics	YES	NO	But...	Explanation
Affordable and useful for local agents			x	The creation of the centre entailed a substantial initial investment. The financial contribution of local companies is considered key. Local companies were convinced of the necessity of such a centre to promote the upskilling of workers and the competitiveness of companies.
Transferable / Adaptable/ Reproducibility	x			It is transferable provided there is a clear need to invest in a specific local sector
Well managed (leadership, planning and communication)	x			It has shown remarkable achievements in promoting the collaboration of diverse public and private local actors for the purposes of improving continuous VET and promoting technical innovation in companies.
Innovative	x			The centre has been successful in adapting VET offer to local labour market needs
With potential multiplier effect	x			The initial purpose (promoting continuous vocational training) has been enlarged. The centre also provides technical support to local companies
Sustainable	x			It has proved to be sustainable, with 15 years active and the enlargement of its activities
Well designed and implemented	x			The centre has been successful in adapting VET offer to local labour

				market needs
Tested – evaluated. With verifiable results	x			The results of the centre are considered excellent by Catalan administration and employers' organisations.

▪ Evaluation of the Best Practice

The creation of the centre entailed a substantial initial investment. The financial contribution of local companies and the Education Department of Catalonia are considered key. Local companies were convinced of the necessity of such a centre to promote the upskilling of workers and the competitiveness of companies.

It is transferable provided there is a clear need to invest in a specific local sector. It is useful to cover the job needs of the market.

It has shown remarkable achievements in promoting the collaboration of diverse public and private local actors for the purposes of improving continuous VET and promoting technical innovation in companies. Private companies, public institutions are part of the project.

The centre has been successful in adapting VET offer to local labour market needs

The initial purpose (promoting continuous vocational training) has been enlarged. The centre also provides technical support to local companies. It has proved to be sustainable, with 15 years active and the enlargement of its activities.

The centre has been successful in adapting VET offer to local labour market needs

The results of the centre are considered excellent by Catalan administration and employers' organisations.

4. COMMENTS

The main strengths of the Practical Training Centre are:

- a strong partnership with public and private local actors committed to investing in the competitiveness of local companies in a sector of special relevance for the territory
- the promotion of continuous VET adapted to the local labour market needs, which is embedded in a wider strategy of strengthening the links between VET providers and local companies
- also, organises an introductory course to access to vocational training education.

BEST PRACTICES FICHE

“Improving Proximity Responses for the Adaptation of VET”

1. AREA COVERED BY THE BP

Local partnerships for VET	Training need analysis	VET Programming	Impact Assessment
x			X

This Best Practice developed by Consorcio focuses on:

- Local partnerships for VET: How to build a Local Partnership for the continuous adaptation of VET. How to engage local key agents. How to manage its participation and which role can they play to ensure that VET delivered in the territory is relevant for the labour market. How to manage regarding information, coordination or planning within the partnership.
- Impact assessment: How to assess the local impact of VET. Identification of real impact of the VET provided in the territory in terms of relevance for the labour market needs. Evaluation of its efficiency

2. DESCRIPTION OF THE BEST PRACTICE.

2.1. Promoting organization Identification Data

Name	Municipality of Sevilla –REDES
Country / Region / City	Spain/ Andalusia / Sevilla
Status (Public / Private)	Public
Territory and population covered	City of Sevilla, 700,000 habitants
Organisation's mission	Local administration
Web	www.sevilla.org

Seville is the capital of the province of Seville and of the autonomous community of Andalusia. It is a local administration of the city of Seville, with 700,000 inhabitants. For further information about the region, there is the website www.sevilla.org.

Seville City Council considers necessary a government action aimed at promoting employment through the instruments that the current legislation grants to municipalities, but also it is significant an economic commitment to achieve the objectives of quality, decentralisation and proximity to the needs of the unemployed people in the city.

Accordingly, the Redes Sevilla Project has been consolidated as one of the most innovative initiatives within the framework of the management of Active Employment Policies, having place for all sectors of the population, particularly those at risk of social exclusion.

Redes Sevilla is part of a project of social and labour insertion, integrating the actions of orientation, training and professional practice.

Communication with the companies and social entities allows a thorough knowledge of current social and labour reality to create an integral network intervention for all the entities working with unemployed, in training programs and in the signing of agreements of internships.

On the other hand, research and exchange networks facilitate the insight information to adapt objectives and methodologies to the changing reality of the labour market.

- Brief description

The municipality of Seville adopted in 2002 the project REDES aimed at improving the local provision of VET for employment and the labour insertion of unemployed. The project has been active since then, under different names (REDES I, II, III and IV for the period 2002-2008 and REDES SEVILLA I and II for the period 2008-2015). The project focuses on the care sector and the groups most disadvantaged in the labour market.

The project is called “*Redes*” (networking) because it is based on the collaboration with a wide range of local actors: employers' organisations, trade unions, companies and civil social organisations active in the field of labour insertion and care for dependent people. This collaboration is reflected in the signature of the “Local Employment Pact”.

The “*Local Employment Pact Redes Sevilla II*” envisages the participation of all entities in the planning of VET, which includes different seminars and workshops, and the collaboration of the entities in the organisation of in-work training for VET trainees. The Pact also includes the promotion of studies to identify training needs in emerging sectors and the share of good practices as regards social responsibility, gender equality and environment.

The project provides an individualised insertion pathway:

- Guidance and counselling: a large number of organisations collaborate in outreach activities in order to contact and select potential beneficiaries
- Training leading to VET certificates (Certificado de Profesionalidad). It addresses the local labour market needs, with a special focus on the care sector.
- Individualised in-work training through the collaboration of a large number of companies and entities.

Beneficiaries receive economic support during their pathway (75% of IPREM). The IPREM (public income index) is the indicator used for calculating unemployment allowances and other subsidies and benefits in Spain. In 2016 it is 532.51 EUR.

- Partners involved

The Local Employment Pact Redes Sevilla II was signed by 57 organisations: employers' organisations, trade unions, companies and civil society organisations. In addition, the project collaborates with 136 guiding organisations and counts with 366 organisations for implementing individualised in-work practices.

- Cost / Financing

Since its beginning in 2002, the project has received funding from the ESF. The total budget for the period 2002-2015 is 33.7 million Euros (76% funded by the ESF and 24% by the municipality of Seville).

- Beneficiaries

There are two main types of beneficiaries from VET:

- Unemployed people wishing to work in the care sector or other emergent sectors (childcare, elder people with disabilities, immigrants)

- Unemployed people with disadvantages accessing to the labour market. Within this group, youngster under 30 years old; adults over 45 years old; long-term unemployed people; people with some type of physical, mental, or sensorial diminution; victims of physical or mental abuse; people in the process of social rehabilitation or social reintegration such as former drug addicts and former prisoners; immigrants; people from socially disadvantaged and minority ethnic groups at risk; young people who have not finish basic compulsory education, and other groups noted in exclusion by local the Social Services

- Resources needed

In addition to financial resources, the project entails to coordinate a large network of collaborating institutions and needs experienced tutors for in-work training.

This project has been shared among different partners. Organisations have a networking relationship when they exchange information in order to help each organisation do a better job. REDES has been an interesting scenario in which partners had to figure out ways to garner the necessary skills, funds, and time to solve community problems and improve human services. These processes can be done through some simple steps and bearing in mind the following aspects:

- Networking requires the least amount of commitment and time from organisations and can in itself have significant positive results. Organisations can network in a number of ways. They can meet together for lunch, share newsletters, participate in e-mail networks, or meet at seminars and conferences.

- Coordination: Organisations have a coordinating relationship when they modify their activities so that together, they provide better services to their constituents. Coordination is important because it gives people a better chance to get the services they need. A coordinating relationship requires more organisational involvement, time, and trust than a networking relationship. However, the results can significantly improve people's lives.

- Cooperation: When organisations cooperate, they not only share information and make adjustments in their services - they share resources to help each other do a better job. In a cooperative relationship, organisations may share staff, volunteers, expertise, space, funds, and other resources Cooperating requires more trust and a greater investment in time than either networking or coordination. In order to enter into a cooperative relationship, organisations also have to let go of some turf issues. Organisations have to be willing to share the ownership and the responsibility, to risk some hassles, and to reap the rewards of their efforts together.

- Collaboration: In a collaborative relationship, organisations help each other expand or enhance their capacities to do their jobs. In a collaborative relationship, each organisation must also carry its share of the responsibilities. Additionally, all the organisations can and should share the credit and recognition.

▪ Products and results obtained

Since its beginning in 2002, the project has implemented 306 VET courses with 4,527 participants (70% women). Individualised in-work training has been implemented for 699 participants (42% in the care sector and 58% addressed to socially disadvantaged groups). The employment rate has been 46% for the period 2012-2015.

The project has promoted different studies, including local training needs in specific sectors and the social and economic situation of the population living in the most disadvantaged neighbourhoods of Seville.

It has also implemented an evaluation of economic impact and effectiveness of the project for the period 2002-2008. The evaluation was carried out by the University of Seville in collaboration with the municipality of Seville.

The results are:

- Economic impact: the project has had a positive economic impact. Most of the investment corresponds to labour costs, including allowances for trainees and wages and social security costs for employees. These expenses have a positive impact on consumption and contribute to increasing income and living standards of the population. For every euro invested in the project, the total effect in the economy has been 2.56 euro, considering direct, indirect and induced impacts.
- Effectiveness: the project shows good results in terms of employment rates and quality of employment. Participants have a higher probability to be employed than non-participants (30%). The same holds true for job stability measured as more than one-year contract (25%) and full-time work (30%).
- Evaluation of participants: the overall score of the project is 7.75 out of 10. Participants are especially satisfied with their participation in in-work training and the support received by tutors.

▪ Sources for more info

Visit these websites for further information:

- ✓ redessevilla.sevilla.org/
- ✓ <http://redessevilla.sevilla.org/flipRedesII/index.html>

3. FIRST EVALUATION OF THE BEST PRACTICE

Characteristics	YES	NO	But...	Explanation
Affordable and useful for local agents			x	The project would not have been possible without the support from the ESF. However, the results of the evaluation show that its economic impact has been positive
Transferable / Adaptable/ Reproducibility	x			It is transferable or adaptable to other contexts.
Well managed (leadership, planning and communication)	x			It seems to be well managed and widely disseminated
Innovative	x			It is innovative, in particular, because it focuses on specific sectors and target groups, combines income support with an individualised insertion pathway and relies on the collaboration of a large network of organisations and companies
With potential multiplier effect	x			It has proven to have a multiplier effect, with an increasing number of companies and organisations involved and increasing number of in-work practices over the period 2002-2015
Sustainable	x			It has proven to be sustainable, being active from 2002 to 2015. It is envisaged to continue in the future
Well designed and implemented	x			It has been well designed and implemented, according to the good results obtained
Tested – evaluated. With verifiable results	x			It has been evaluated and has verifiable results.

▪ Evaluation of the Best Practice

In general terms, the results of the BP evaluation show that its economic impact has been positive as it is affordable and useful for local agents.

It is transferable or adaptable to other contexts and seems to be well managed and widely disseminated. It is innovative as it focuses on specific sectors and target groups, combines income support with an individualised insertion pathway and relies on the collaboration of a large network of organisations and companies

It has proven to have a multiplier effect, with an increasing number of companies and organisations involved and increasing number of in-work practices over the period 2002-2015

It has proven to be sustainable, being active from 2002 to 2015. It is envisaged to continue in the future.

It has been well designed and implemented, according to the good results obtained

It has been evaluated and has verifiable results.

4. COMMENTS

The main strengths of this project are:

- wide participation of companies and organisations, including employers organisations and trade unions, in the planning of VET, the selection of beneficiaries and the implementation of in-work practices
- a holistic approach which combines income support and individualised pathway for labour insertion
- the quality of in-work practices with highly experienced

BEST PRACTICES FICHE

“Improving Proximity Responses for the Adaptation of VET”

Gölbaşı District of National Education Directorate under the Ministry of National Education and situated in the provincial organisation that conducts national education service is a public institution. It is the local authority responsible for education.

1. AREA COVERED BY THE BP

Local partnerships for VET	Training need analysis	VET Programming	Impact Assessment
x		x	X

This Best practice developed by Gölbaşı focuses on:

- Local partnerships for VET: How to build a Local Partnership for the continuous adaptation of VET. How to engage local key agents. How to manage its participation and which role can they play to ensure that VET delivered in the territory is relevant for the labour market. How to manage regarding information, coordination or planning within the partnership.
- VET Programming: How to programme proactive VET locally. Best methodologies for the local partnership to adapt the VET delivered in the territory. Design and implementation of Local Action Plans to tackle identified mismatches.
- Impact Assessment: How to assess the local impact of VET. Identification of real impact of the VET provided in the territory in terms of relevance to the labour market needs. Evaluation of its efficiency.
-

2. DESCRIPTION OF THE BEST PRACTICE

2.1. Promoting organization Identification Data

Name	Active Employment Measures and Support Project to Turkish Employment Agency (İŞKUR) at Local Level (AİTP II)
Country / Region / City	Turkey/Ankara
Status (Public / Private)	Public
Territory and population covered	25 cities (applied by)50.927.50 habitants
Organisation's mission	The main aim of this project is to enhance the employability of young unemployed and women in the labour market through the delivery of vocational training and other active employment measures based on locally determined needs, opportunities and solutions.
Web	http://www.iskur.gov.tr/tr/kurumsalbilgi/projeler.aspx

Turkey, officially the Republic of Turkey is a transcontinental country in Eurasia, mainly in Anatolia in Western Asia, with a smaller portion on the Balkan Peninsula in Southeast Europe. This programme has been applied by 25 cities.

Turkish Employment Organisation (İŞKUR) was established for aiding activities of protecting, improving, generalising of employment and preventing unemployment, and for executing unemployment insurance services has obtained a structure that enables it to implement active and passive labour force policies alongside its classical services of finding jobs and employees within an extended mission area.

Twelve training projects in Ankara have been carried out within the scope of the Active Employment Measures Project II Grant Plan "New Opportunities for Women and Young People" implemented and monitored by İŞKUR in order to increase the employability of unemployed women and young people in Turkey and their participation in the labour market

- Brief description

Active Employment Measures and Support Project to Turkish Employment Agency (İŞKUR) at Local Level (AİTP II) was started in 2008 by Turkey Business Organization (İŞKUR). It is a tool which aims to plan programmes suitable for European Employment Strategy in order to contribute the development of human resources and its application by developing the capacity. The project consists of two components, 'Institutional Development and Education' and 'The Plan of Active Employment Precaution'. In particular, the employment of youth and female target groups are aimed with the project.

- Institutional Development and Education component;

It is created with the senior staff of İŞKUR general directorate, front desk employees of the provincial directorate and social sides at National and local level in order to strengthen the operational performances of model and pilot offices of İŞKUR

The aims of the component are:

- Developing the business and profession consultancy services
- Making policies at local level and developing the application capacities
- Training the staff on computing at advanced level
- Increasing the recognition of İŞKUR

This component was implemented in 25 provinces where are highly populated and which have 28 pilot and model offices, the target groups of the component are;

- The senior staff at İŞKUR general directorate and provincial directorate
- Front desk employees of provincial directorates
- Social sides at National and local level

- The Plan of Active Employment Precaution' component;

It is aimed to employ the youth and females with the applications of the project. Within this component, the projects aiming to increase the employment and improve VET were supported in 25 provinces. It got 1129 applications to its support call and 101 of them had a right to use the grant. By implementing the grant projects 12.000 people were reached and their employment was provided.

- Partners involved

It is a public employment project financed by EU and the Turkish Republic. İŞKUR is a branch of The Ministry of Labour and Social Security and was established to develop activities to prevent unemployment and carry unemployment insurance services. It is an institution with 8000 personnel with its provincial directorates all over the country.

Responsibilities relating to the labour market and human resource development are predominantly taken by İSKUR. As a public employment institution, İSKUR has carried out the placement services for both public and private sector, implemented active employment measures and also given the official permission to establish private employment agencies.

- Cost / Financing

The project has been implemented through the financing of the European Union and the Government of the Republic of Turkey. EU grant (16 million euro) and Turkish Republic Government contribution (4 million euro) with a total of 20 million euro.

- Beneficiaries

The main beneficiaries of the programme are unemployed women and youth of the country. The low labour force participation and high unemployment for women is one of the long-lasting and crucial problems in Turkey which needs urgent policies and intervention

Nevertheless, in terms of employment, there are others beneficiaries such as public employment institutions, non-profit organisations, Vocational High Schools, Organised Industrial Zones, Unions, Universities, the Ministry of Labour and Social Security and in general the economy of the country. All these organisations will focus on change in employment status at the macro level with the assumption that finding a decent work will result in the empowerment of women and prospects and feelings of women participating in these training on finding a decent work and changes in their social life during the training.

In general terms, the purpose of the project from which people benefited are:

- Increasing employment by educating young healthcare intermediaries between the ages of 15-28 in the Ankara region according to the needs of private health institutions,
- Private health institutions operating in Ankara and attracting qualified staff members who are suited to their own needs can provide high-quality health care services that they desire by eliminating this labour need and can come to a competitive position in the sector,
- Through the project, it is ensured that the educational institutions training the healthcare intermediaries make some changes in their curricula to suit the needs of private health institutions.

The overall goal of the project is to contribute to the increase in labour force participation among women and young unemployed in Turkey by designing active measures to increase the employability of women and young people in the areas determined by the program targets and thus meeting the qualified labour demand of the construction sector quickly and in desired quality.

With the point of view that the provinces where grant scheme projects will be implemented should have the highest number of young unemployed and women and a functioning private sector, the 25 provinces have been selected by İŞKUR by taking into account of the following criteria

- Resources needed

The budget for material and human resources: development of the staff capacity, of İŞKUR at General Directorate level, application of Active Employment Precaution Grant Plan in 25 provinces with 101 projects, the coordination of participation and organisations and evaluation of the results were done.

- Products and results obtained

In terms of Institutional Education Component:

- 50 profession and business consultant of İŞKUR were trained 4 times for 3 days.
- 3 workshops were organised for Branch Managers (using the educators...etc.)
- 3 module educators training programme were held for the staff of İŞKUR
- 9 consultancy skills trainings (4-day-long) were organised to İŞKUR personnel who are working at provincial directorates
- 3 module ICT trainings were organised to Computing Technologies staff of İŞKUR.

In terms of Active Employment Precautions Grant Plan Component:

- 101 projects were supported
- Methodology of Risk Evaluation was developed
- Guiding documents for İŞKUR personnel and grant contractors were developed
- Management Information System (MIS) for the grant programme was developed.
- The staff of Provincial Directorates was trained on Project Monitoring.
- The grant contractors were trained on project implementation.
- The monitoring visits of all 101 projects were done.
- Within this project, 12.000 women and young unemployed were trained and their employability was raised.

The staff responsible for monitoring has gained substantial experience and knowledge on monitoring projects. The publicity and visibility of the organisation has increased significantly by the means of local and national media

- Sources for more info

Visit these websites for further information:

- ✓ <http://www.iskur.gov.tr/tr-tr/kurumsalbilgi/projeler.aspx>
<http://www.ab.gov.tr/index.php?p=46267>
- ✓ <http://www.besob.org.tr/images/File/SKUR%20AIPP%20II%20PROJE%20BLTEN.pdf>

3. FIRST EVALUATION OF THE BEST PRACTICE

Characteristics	YES	NO	But...	Explanation
Affordable and useful for local agents	x			This project was implemented EU, the grant support of TC and İŞKUR. It is useful and affordable for the companies. It is an effective model with its statistical results.
Transferable / Adaptable/ Reproducibility	x			It is transferrable at the local level. It was implemented in highly populated 25 provinces. Non-profit organisations, city administrations, foundations, associations, public education centres, rural services, organised industrial zones, unions, universities, vocational high schools can be provided to involve in this project.
Well managed (leadership, planning and communication)	x			It is well managed and it is widely communicated
Innovative	x			With its Institutional Development and Education, Active Employment Precautions Grant components, and the applications for increasing the institutional capacity of İŞKUR and trainings for women and youth employment, it is innovative.
With potential multiplier effect	x			It showed multiplier effects with the contractors of the project; Non-profit organisations, city administrations, foundations, associations, public education centres, rural services, organised industrial zones, unions, universities, vocational high schools.
Sustainable	x			It started in 2008 and finished in 2010. With the component of developing the capacity of İŞKUR, its sustainability keeps going. Active labour trainings are continuing by İŞKUR after the project. Active Labor Regulations was published by The Ministry of Labor and Social Security in 2013 and by this regulation, the application of one of the components was moved to legal size.

Well designed and implemented	x			It is well designed and implemented according to available documentation
Tested – evaluated. With verifiable results	x			It took part in Turkish Public (National press, workshops...etc.)Publications were done about 101 sub-projects in 25 provinces.It took place on the web pages of The Ministry of Labor and Social Security, İŞKUR and EU.

▪ Evaluation of the Best Practice

This project was implemented EU, the grant support of TC and İŞKUR. It is useful and affordable for the companies. It is an effective model with its statistical results.

It is transferrable at the local level.It was implemented in highly populated 25 provinces. Non-profit organisations, city administrations, foundations, associations, public education centres, rural services, organised industrial zones, unions, universities, vocational high schools can be provided to involve in this project.

It is well managed and it is widely communicated

With its Institutional Development and Education, Active Employment Precautions Grant components, and the applications for increasing the institutional capacity of İŞKUR and trainings for women and youth employment, it is innovative.

It showed multiplier effects with the contractors of the project; Non-profit organisations, city administrations, foundations, associations, public education centres, rural services, organised industrial zones, unions, universities, vocational high schools.

It started in 2008 and finished in 2010.With the component of developing the capacity of İŞKUR , its sustainability keeps going. Active labour trainings are continuing by İŞKUR after the project. Active Labor Regulations was published by The Ministry of Labor and Social Security in 2013 and by this regulation, the application of one of the components was moved to legal size.

It is well designed and implemented according to available documentation

It took part in Turkish Public (National press, workshops...etc.)Publications were done about 101 sub-projects in 25 provinces. It took place on the web pages of The Ministry of Labor and Social Security, İŞKUR and EU.

4. **COMMENTS**

This project is the continued of 'Active Labor Programmes' 2003-2006 for women and youth. It was carried out by EU, TC, and İŞKUR has positive outputs for the country in short and medium terms.

These are:

- The institutional capacity of İŞKUR which is affiliated to The Ministry of Labor and Social Security was developed.
- A good model was created and after the project, it was sustained. In order to sustain the project effect, 'Active Labor Services Regulations' was prepared in 2013.
- Bulletins and statements were done
- It was accepted as an example of many scientific types of research in the country.
- It created awareness on the youth and women by means of media news.
- Bulletins, posters, web announcements and other documents were created for 101 projects from 25 provinces which were selected according to the trainings of Active Employment Precaution Grant Plan component.

The programme improved the capacity of public employment services to design, develop and implement policies and programmes in Turkey. It was orientated to foster İSKUR to deliver more effective public employment services in particular at local level. The Project contributed to human resource development aligned with European Employment Strategy in Turkey.

BEST PRACTICES FICHE

“Improving Proximity Responses for the Adaptation of VET”

1. AREA COVERED BY THE BP

Local partnerships for VET	Training need analysis	VET Programming	Impact Assessment
x		x	x

This Best Practice developed by Gölbaşı focuses on:

- Local partnerships for VET: How to build a Local Partnership for the continuous adaptation of VET. How to engage local key agents. How to manage its participation and which role can they play to ensure that VET delivered in the territory is relevant for the labour market. How to manage regarding information, coordination or planning within the partnership.
- VET Programming: How to programme proactive VET locally. Best methodologies for the local partnership to adapt the VET delivered in the territory. Design and implementation of Local Action Plans to tackle identified mismatches.
- Impact Assessment: How to assess the local impact of VET. Identification of real impact of the VET provided in the territory in terms of relevance for the labour market needs. Evaluation of its efficiency.

2. DESCRIPTION OF THE BEST PRACTICE

2.1 Promoting organisation Identification Data

Name	Koç Holding Company and The Ministry of Education
Country / Region / City	Turkey/Ankara
Status (Public / Private)	Public-Private Sector Cooperation
Territory and population covered	Turkey, 78.741.053 habitants
Organisation's mission	Public employment service
Web	http://www.koc.com.tr/tr-tr/faaliyet alanlari/projeler/meslek-lisesi-memleket-meselesi

Ankara, formerly known as Ancyra and Angora, is the capital of the Republic of Turkey. It has a population of 78.741.053 inhabitants. It is Turkey's second largest city after Istanbul.

Founded in 1926, Koç Holding has become one of the largest and most successful groups of companies in Turkey and in Europe. Considering the awards, it has received in national and international platforms, and its designation as the driving force of Turkish economy, the Koç Group, constantly strengthening its status in the world, is the 341st biggest company in the world. One of the objectives of the Koç Group is to enable capital accumulation by directing people's savings to investment for the realisation of large-scale investments that would contribute to economic development. Koç Holding is Turkey's leading investment holding company and Koç Group is Turkey's largest industrial and services

group in terms of revenues, exports, taxes paid, share in Borsa Istanbul's market capitalization and employment generation. Koç Group focuses on sustainable and profitable growth with consistent leadership positions in Turkey as well as in the region with the aim of becoming an important player worldwide.

The Ministry of National Education is a government ministry of the Republic of Turkey, responsible for the supervision of public and private educational system, agreements and authorizations under a national curriculum. The ministry is headed by İsmet Yılmaz.

- Brief description

"Vocational Education: A Crucial Matter for the Nation" Project was initiated in partnership with Vehbi Koc Foundation and Ministry of Education in 2006, in order to promote youth employment through:

- Building awareness on the importance of vocational education and encouraging youth to participate in vocational education programmes.
- Leading public-private partnerships and creating a model for improving the quality of vocational education.

The project started with a protocol signed between The Ministry of Education and Koç Holding Company in order to support the successful primary education graduates with limited opportunities who will attend Vocational High Schools. This will encourage a raising of staff Members in Industrial, ITC and Service sectors and provide them internship and have qualified technical staff members for the needs of the economy.

The following targets were set in order to achieve these objectives:

1. To provide 8,000 students from 264 vocational high schools from all over Turkey (81 provinces at total) with educational scholarships and internship opportunity;
2. To create a model of cooperation between Koç Group companies and vocational high schools that will enhance similar public-private partnerships for improving the quality of vocational education;
3. To recruit and train minimum of 300 employee volunteer coaches for developing soft skills of the vocational education students;
4. To increase the enrolment rate in the vocational high school through public communication campaigns.
5. To provide students enrolled in the Programme with priority in the recruitment processes in Koç Group companies.

These matches have by time spread from scholarship, internship and volunteer mentorship supports provided to vocational high school students to curriculum, materials, and laboratory supports to schools with the intention of improving the educational infrastructure and contents in schools, thereby adapting them to the cutting-edge technologies, depending on the needs and facilities of schools and companies.

This structure, named by time as "School - Company Matching Model" with the addition of such components as scholarship, curriculum, laboratory, internship, personal and vocational development and employment supports, is based on the aim of building bridges between education and business world by developing industry-based collaborations between vocational schools and business

enterprises. As a part of its “the Vocational High Schools: A Matter of Country (MLMM) Project”, Koç Holding is striving to spread its above-cited model in corporate, industrial and political levels.

STEPS OF THE PROJECT CONSIST OF:

- Needs analysis
- Identifying the cooperating schools
- Opening sections at schools
- Protocol of cooperation
- Supports for scholarship, internship, employment and individual vocational development to students.
- Identifying the representatives of companies.
- Setting-up labs, management, and training educators
- Skills-training at businesses
- Cooperation with the other stakeholders.

This project was selected to be a part of the Good Practice because it supports the youth employment in 2012 by the Youth Employment Programme of ILO. It was taken as a model for creating Global Alliance For Sustainable Employment (GASTE) by UNDP. In 2013 the created model of the project was accepted as a base in the specification of Developing Human Resources Grant Programme by EU.

It won the great prize in the ‘2014 Institutional Social Responsibility Awards’ that was organised by the Turkish Employers and Trade Unions Confederation, in the fields of effectiveness, sustainability, inclusiveness, and innovation.

▪ Partners involved

It is a Public-Private sector cooperation project. It was coordinated by the protocol signed between The Ministry Of Education and Koç Holding Company. The Ministry of Education is an institution which identifies the education policies in the country is also the highest decision-making body of Vocational Education. The project practitioner Koç Holding Company is a conglomerate which has 82.158 employees and operations in 34 different countries.

▪ Cost / Financing

Its funding comes from a private sector budget. The total cost of the programme is 15 million \$ and Vehbi Koç Foundation provided the budget for scholarships.

Furthermore, Koç Holding provided the budget for communication and Koç Companies contributed through building laboratories, donating equipment, allocating work hours and expertise.

▪ Beneficiaries

The basic beneficiaries are the institutions of Vocational Education in the country. The students of Government Vocational High Schools, successful children of families with low socio-economic level, their families and labour market, The Ministry of Education and the economy of the country.

As to achieve full and productive employment and decent work for the youth, the Programme concentrated on building the skills of its beneficiaries. Moreover, the institutional support provided to schools ensured their capacity building for training qualified people in the long run. Above all, in the context of Programme, the “Quality of Vocational Education and Training” Project was initiated in partnership with Educational Reform Initiative in order to provide the government and private sector with evidence-based policy suggestions to improve the quality of VET, to create sustainable links between productive employment and vocational education and to flourish partnerships.

- Resources needed

With the protocol between The Ministry of Education which is for developing the cooperation with industry, labour and education and Koç Holding Company, the modules which were created by coordinating the participating and organisations of Koç Company were presented to the application fields and the results and the process were followed strictly.

The Project rests on the cooperation and synergy created among Koç Group companies, the Vehbi Koç Foundation, the Ministry of Education, vocational high schools, students, and NGOs. The primary activities and strategies of the Programme are as follows:

1. Pairing Model: Each Vocational High School (“VHS”) involved in the project (264 in total) was paired with a company (20 companies in total) operating in the sectors in which the VHS have education programs.
2. Scholarships were granted to attract youth to vocational education and decrease the school drop-out rates resulting from financial problems. Up to now, 10544 students enrolled in the program; 8118 of which either completed or still benefit.
3. Internship: The scholarship students are provided with the opportunity to intern in Koc Companies. 80% of the scholarship students who needed internship completed their internship within the Koç Group.
4. Coaching: 350 volunteers from 20 companies worked as VHS Coaches so as to increase the employability of the VHS students through providing soft skills trainings.
5. Laboratories: 5 Koç Companies from automotive, agricultural machines and energy sectors designed and constructed 28 laboratories in 28 schools, providing the opportunity to develop technical skills and increase the quality of vocational education to meet the labour market requirements.
6. Teachers’ training has been provided to more than 300 teachers all around Turkey.
7. NGO Partnerships provided various skills development opportunities. 2461 scholarship students were trained on a range of topics such as environmental issues, entrepreneurship, and IT.
8. Employment: The graduated scholarship students will have recruitment priority for vacant positions within the Koc Group, pending their eligibility approval according to the HR policies of the Group companies. Among the first graduates of the program, 82.4 percent chose to continue higher education. Nevertheless; survey results revealed that 96.8 percent want to work for the Koç Group after graduation.

- Products and results obtained

The results and the products obtained from a participation of 8.118 students can be summarised in the following area:

In terms of personal evolution

- Their self-confidence increased, and their social aspects were strengthened.
- Their relations with their family and friends improved
- They had larger targets and more clear future plans
- Their school success and attendance to Vocational Education demand increased
- They gained sensitivity in social subjects.
- Their awareness of time management, communication, entrepreneurship, creativity and teamwork increased.
- Their backgrounds were strengthened and their employment rate increased.

In 81 cities and 264 schools in this Project scope:

- Several investments were done in 264 schools.
- It encouraged the other institutions to produce Project for developing Vocational Education
- The interest and support of private sector increased. It became easier to reach the stakeholders to develop Vocational Education
- In order to implement the model at all schools, teachers were informed by presentations.

At 40 Companies in this Project;

- The students who were supported by scholarships had opportunities of internship at companies, and the graduates were given priority to be employed (with their demand)
- The working staff felt valuable by taking place in this Project voluntarily.
- The effective models for the studies of human resources and education were produced.

Throughout the programme, Koç Group mobilised its resources to create a public-private partnership model that would, on the one hand, increase the employability of young people and on the other, increase the productivity of companies. The awareness raising activities and “school-workplace partnership model” promoted youth employment with following measures:

1. Through increasing the awareness of the society on the importance of the vocational education, the project led to an increase in the young people’s interest in vocational education and enrolment rate to the vocational high schools.
2. Disadvantaged youth, lacking role models, were granted scholarships, internships, and coaching in workplaces/factories of Turkey’s largest companies.
3. Students were coached to discover their potential, solve problems, manage time, be team-players, assume an active citizen role, learn the basics of entrepreneurship and position themselves as desirable members in the business world. In this regard, 12 modules at total were developed for 4 different yearly semesters of the high school education.
4. Laboratories built in Vocational High Schools (“VHS”) created learning environments providing technical requirements matching the labour market demand.
5. Partnerships with NGOs/intergovernmental organisations developed entrepreneurial, IT and project development skills of students, an UNDP Youth Association for Habitat; peer-to-peer computer literacy trainings under “Trainees become trainers” Project (global Microsoft/UNDP project since 2004) were extended to VHS students. b. Junior Achievement Foundation introduced Foundation’s activities on entrepreneurship to VHS. c. Support to World Bank “Creative Ideas for Development” Contest resulted in the incorporation of an awards category for VHS.
6. “Quality of Vocational Education and Training” was initiated with the Educational Reform Initiative to provide the Ministry of Education with evidence-based policy suggestions: a. to improve the quality of VET, b. to create sustainable links between productive employment and vocational education, c. to flourish public-private-civil sectors partnerships. As a result: - The employability of students in all program schools (not just scholarship students) improved; - The program provided companies with a

reserve of the qualified labour force and an applicable and repeatable model to build sustainable partnerships with VHSs. - Target group - the C1, C2, and D classes – was tapped to maximise their children’s potential and to unleash it

▪ Sources for more info

Visit these websites for further information:

- ✓ <http://www.koc.com.tr/tr-tr/faaliyet-alanlari/projeler/meslek-lisesi-memleket-meselesi>
- ✓ <http://www.mesleklisesimemleketmeselesi.com/tr-TR/?LANGUAGE=tr-TR>,
- ✓ <http://mtegm.meb.gov.tr/protokoller.asp?page=list>

3. FIRST EVALUATION OF THE BEST PRACTICE

Characteristics	YES	NO	But...	Explanation
Affordable and useful for local agents	x			It was applied with the protocol of The Ministry of Education. The policy makers are on the project side. It is useful and affordable by the companies. It is an effective model with its positive outputs.
Transferable / Adaptable/ Reproducibility	x			It can be transferred at the national level. It was implemented in all cities of the country. (81 cities) The participation of labour market in the project can be provided.
Well managed (leadership, planning and communication)	x			It is well-managed and delivered to the large area.
Innovative	x			It is innovative in terms of providing internship and self-evolution of students and also scholarship opportunities, labs, and advanced coaching system.
With potential multiplier effect	x			It has multiplier effects with the participant numbers of organisations and companies. Its partnership is at increasable local level.
Sustainable	x			It was started in 2006 and its duration was 7 years, after finishing the project, its effectiveness and sustainability keep going by school investments, labs, and

				workshops with educated coaches.
Well designed and implemented	x			It is well designed and implemented according to available documentation
Tested – evaluated. With verifiable results	x			It won the Institutional Responsibility Prize in 2014 by TISK. It was selected as a leading model which supports the Youth Employment by ILO.

▪ Evaluation of the Best Practice

The Programme was designed in such a way that it mainly rested on the utilisation of the strengths of the Koç Group which can be listed as the financial management model of Vehbi Koç Foundation and employment capacity and sectoral leadership of Koç Group companies. As the Programme content has been continuously monitored and revised in accordance it succeeded in effective utilisation of the resources.

The model developed in the Programme is relevant, efficient, coherent, new, sustainable and replicable. It provides the highest benefit for both young people and business. It was developed to increase the employability of young people in qualified jobs and provided them with both technical skills and instruments for self-realization. It was also proven that investments companies make for students' development create cost efficiencies and high return within a holistic perspective. The companies can off-set their investment if they can employ only 30-35% of the students who are trained in the programs, saving from the in-house training of their employees.

4. COMMENTS

The project provided a new application model to Turkish Education System. It was supported by voluntarily working staff of companies. Project works were published in the press (TV, newspapers, magazine and websites)It provided positive outputs to our country in short and medium term.

These outputs:

- 4 publications within 'The Cooperation for Quality in Vocational Education 'with 'Education Reform Initiative' were shared with more than 1000 stakeholders.
- The certificate of 'Quality Strategy' in Vocational Education.
- The strengthened case analysis in VET
- The information note of International Trends in Life-Long learning.
- The suggestions for school-business cooperation. What and Why is working in VET?

Suggested several policies within 'The Certificate of Quality Strategy' were brought to life:

- The organisational structure of VET was improved,
- The section selection was shifted to 11th grades
- The introduction to Vocational lessons was added in Secondary education
- The priority of basic skills increased
- The role of private sector increased.

Vocational Education: A Crucial Matter For The Nation (MLMM) Project is initiated in 2006 with collaboration of Vehbi Koç Foundation, Ministry of National Education and Koç Holding, with the intention of creating awareness in all segments of society on the importance of vocational-technical education, and leading the community in order to spread seeds of cooperation between the government and the business world.

By the time, the project has so far been involved in by 264 vocational high schools and 8,000 vocational high school students, as well as by 20 Koç Group Companies of different scales and industries, and by over 350 employees as volunteers.

As a part of the project, various companies are matched to vocational high schools giving education in their fields of business, in order not only to increase the employability of youngsters but also to contribute to the training of qualified human resources needed by companies.

These matches have by time spread from scholarship, internship and volunteer mentorship supports provided to vocational high school students to curriculum, materials, and laboratory supports to schools with the intention of improving the educational infrastructure and contents in schools, thereby adapting them to the cutting-edge technologies, depending on the needs and facilities of schools and companies.

This structure, named by time as “School - Company Matching Model” with the addition of such components as scholarship, curriculum, laboratory, internship, personal and vocational development and employment supports, is based on the aim of building bridges between education and business world by developing industry-based collaborations between vocational schools and business enterprises. As a part of its “the Vocational High Schools: A Matter of Country (MLMM) Project”, Koç Holding is striving to spread its above-cited model in corporate, industrial and political levels.

BEST PRACTICES FICHE

“Improving Proximity Responses for the Adaptation of VET”

1. AREA COVERED BY THE BP

Local partnerships for VET	Training need analysis	VET Programming	Impact Assessment
X	X	X	X

This Best Practice developed by Gölbaşı focuses on:

- Local partnerships for VET: How to build a Local Partnership for the continuous adaptation of VET. How to engage local key agents. How to manage its participation and which role can they play to ensure that VET delivered in the territory is relevant for the labour market. How to manage regarding information, coordination or planning within the partnership.
- Training need analysis: How to monitor labour market needs and its tendency to proactively adapt VET offer. Description of the best methodologies, applicable by local agents, in order to know current and future labour market needs in terms of training and skills
- VET Programming: How to programme proactive VET locally. Best methodologies for the local partnership to adapt the VET delivered in the territory. Design and implementation of Local Action Plans to tackle identified mismatches.
- Impact Assessment: How to assess the local impact of VET. Identification of real impact of the VET provided in the territory in terms of relevance for the labour market needs. Evaluation of its efficiency

2. DESCRIPTION OF THE BEST PRACTICE

2.1. Promoting organization Identification Data

Name	UMEM SKILL 10-Specialized- Vocational Training Centers Project
Country / Region / City	Turkey/Ankara
Status (Public / Private)	Public-Vocation Organizations cooperation
Territory and population covered	Turkey, 78.741.053 habitants
Organisation's mission	It is a tool for developing the industrial and employment policies of Turkey and also conducting the active labour policies successfully both centrally and locally
Web	http://www.beceri.org.tr/ http://mtegm.meb.gov.tr/www/uzmanlasmis-meslek-edindirme-merkezleri-projesi-umem/icerik/102 http://www.iskur.gov.tr/Portals/0/dokumanlar/Kurumsal%20Bilgi/Mevzuat/Genelgeler/umem_protokolu_mayis2014

	pdf http://www.tobb.org.tr/KobiArastirma/Sayfalar/Beceri10.html http://etu.edu.tr/c/index6131.html?q=tr/node/803
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The project aims to improve employment-generating mechanisms and productivity by addressing the needs of the labour market. The object is increasing the effectiveness of vocational schools by reorganising the educational system, strengthening the educational and technological infrastructure and ensuring the participation of chambers of commerce and employers in vocational education and training.

The Specialized Occupational Training Centers (UMEM) Ability'10 Project aiming to increase employment by providing jobs to the unemployed and providing qualified personnel to employers has successfully completed its first year. Its aim is to provide jobs for the unemployed according to the Turkey Union of Chambers and Commodity Exchanges members in order to reduce unemployment, provide machines, tools and equipment to the schools of General Directorate of Vocational and Technical Education and train the staff at these schools for the labour market needs.

UMEM is a prominent example of private sector engagement in skills generation in cooperation with public actors, as the initiators and main partners of the project are Turkish Union of Chambers and Commodity Exchanges (TOBB), Turkish Ministry of Labour and Social Security, Ministry of Education and TOBB Economy and Technology (TOBB-ETU) University.

- Brief description

UMEM SKILL 10-Specialized Vocational Training Centers Project is a continuing Project which was started in 2010 by the State, Professional associations and the University.

The project which was implemented as a pilot enterprise in 19 provinces as per the protocol signed by the Labor and Social Security Ministry, National Education Ministry, the Union of Chambers and Commodity Exchanges of Turkey (TOBB) and the TOBB University of Economy and Technology has become a campaign to provide training and employment.

Later on, its scope was expanded to 81 cities. It is a tool for developing the industrial and employment policies of Turkey and also conducting the active labour policies successfully both centrally and locally. It aims with Specialized Vocational Training Centres (UMEM) to provide jobs for the unemployed according to the Turkey Union of Chambers and Commodity Exchanges members in order to reduce unemployment provide machines, tools, and equipment to the schools of General Directorate of Vocational and Technical Education and train the staff at these schools for the labor market needs. Since February 2011, about 4,682 courses have been started and 31,125 people have been employed as of December 2011.

It was started with the protocol between, The Ministry of Labor and Social Security, Turkey Business Organization (ÇSGB-İŞKUR), Ministry of Education (MEB), Turkey Union of Chambers and Commodity (TOBB), Turkey Union of Chambers and Commodity Economy and Technology University (TOBB-ETÜ).

It's a unique example of Public-Private-University Partnership including:

- Local Labor Market Analyses are being conducted for the first time in Turkey

- In the new design, private sector is located at the centre of the Vocational Training system through the Chambers of Industry and Commerce
- Courses for the unemployed are designed according to the requirements of the private sector, to increase their employment opportunities.

Steps of the project:

1. Strengthen the educational infrastructure

- Machinery and equipment purchases
- Curriculum revision
- Training educators

2. Labour Market Needs Analysis (TOBB-ETÜ, TOBB, İŞKUR)

- 19 cities (as identified pilot)
- Building capacity for dissemination

3- Pairing Studies (TOBB, İŞKUR)

- Selection of trainees
- Placing interns
- Employing

4- Application of newly planned courses (İŞKUR, MEB)

▪ Partners involved

It is coordinated by the protocol signed between Public (The Ministry of Labour and Social Security, The Ministry of Education) and Professional Associations and the University of Economy and Technology.

The Ministry of Labour is the highest decision-making body and TOBB is a professional association and TOBB-ETÜ is a university of this association and the project practitioners.

Within UMEM, TOBB-ETÜ plays a key monitoring role, tracking project implementation and providing important data on, for example, which courses students prefer and the reasons for high numbers of dropouts in certain locations and courses. While it is not complete as an impact assessment, it provides some ideas to project management about problems in the field.

The Professional Association and the University are both competent and effective institutions in Turkey.

▪ Cost / Financing

Public-professional associations-university cooperation funded: 119.270.553 TL.

Among the costs of the projects, there are some aspects to bear in mind which require part of this fund such as the training of the instructors to train the unemployed, to update equipment, etc. For example, as part of the project, 140 schools have received an investment of 88 million Liras. Over 4,000 educators working in these have received training regarding up to date equipment. An investment of 4 million Liras has been made for the training of these educators."

- Beneficiaries

The basic beneficiaries of the project, the unemployed registered to İŞKUR, trained educators, Vocational Education Schools and their students by providing them tools and equipment, employed people and their families, labour market, The Ministry of Education with the development in VET, The Ministry of Labour and Social Security with reducing the unemployment, Turkey Union of Chambers and Commodity, the economy of the country.

The highest amount of employment has been achieved in Kocaeli, Tekirdağ, Sakarya and Mersin with the least in Ağrı, Artvin, Kars, Ardahan, Yalova, Mardin and Hakkari. Courses geared towards the service and agricultural sectors will be opened in 2012, thus 5,000 firms have been contacted and a request for 25,000 candidates received.

- Resources needed

There must be a global coordination and participation with a protocol between public institutions (ÇSGB- Council of the Ministry of Labour and Social Security, MEB-ministry of national education) TOBB, The Union of Chambers and Commodity Exchanges of Turkey, the University and its executive board. All of them must work centrally and through the course management locally. The evaluation and analysis are done by them and the outputs are shared with the public.

A budget for human and material resources is used to develop the project. For example, 111 technical and industrial vocational high school equipment in 81 provinces have been supplemented and the educators in this school have received training in line with up to date equipment and curriculum.

Besides, there is a call centre which could be contacted 7/24 for further information, so the 81 provinces could place requests and industry chambers could observe the project progress through an information system.

- Products and results obtained

Along with this project, some significant goals were achieved:

- The investment of equipment and machine in 944 schools
- The education of more than 6000 students with modern techniques
- The education of 1 million unemployed in 5 years
- The internship opportunity to educated unemployed people at the member companies
- Employing 90% of trainees according to the new system
- Education of 100-150 researchers in 81 cities in order to generalise and revise the analysis periodically.
- Improving the current system in order to make the Vocational Education institutions functional.
- Preparing an action plan to make the role of the Chambers more institutional in labour market will be provided

With this project steps will be taken in many areas:

- There will be an increase in employment and power of competition.
- The tradition of communication and collective working between the institutions will be created.
- The culture of finding common solutions to common problems will be developed.
- Designing experience will be created with National Policies by adding the local.

The Specialized Vocational Training Centers Project (UMEM) Ability'10 Project, the largest vocational training initiative in Turkey and a unique example of Public/Private-University Partnership implemented in close cooperation with Ministry of National Education, Ministry of Labour and Social Security, National Employment Agency (ISKUR), TOBB and TOBB University of Economics and Technology has been completed as of May, 2016. The impact of the Project as a whole will be evaluated in due course accordingly.

- Sources for more info

Visit these websites for further information:

- ✓ <http://www.beceri.org.tr/>
- ✓ <http://mtegm.meb.gov.tr/www/uzmanlasmis-meslek-edindirme-merkezleri-projesi-umem/icerik/102>
- ✓ http://www.iskur.gov.tr/Portals/0/dokumanlar/Kurumsal%20Bilgi/Mevzuat/Genelgeler/umem_protokolu_mayis2014.pdf
- ✓ <http://www.tobb.org.tr/KobiArastirma/Sayfalar/Beceri10.html>
- ✓ <http://etu.edu.tr/c/index6131.html?q=tr/node/803>

3. FIRST EVALUATION OF THE BEST PRACTICE

Characteristics	YES	NO	But...	Explanation
Affordable and useful for local agents	x			This project was started in 2010 with the protocol between two Ministries and still continuing. That's why the policy makers are directly on the project side. It is useful and affordable for the Ministries. It is an effective model with its implementations and outputs received so far.
Transferable / Adaptable/ Reproducibility	x			It can be transferred at national level. It was implemented in all cities of the country. (81 cities) The participation of labour market in the project can be provided.
Well managed (leadership, planning and communication)	x			It seems well managed and it is widely communicated
Innovative	x			It is innovative with providing the trainings to unemployed, technology and equipment supports to schools and training educators.

With potential multiplier effect	x			Started with 19 cities and broaden to 81 cities is one of its multiplier effects. The number of participant organisations and companies providing internship is also its multiplier effect.
Sustainable	x			It was started in 2010 for 4 years and had extra 4 more years with a protocol in 2014. At the beginning 19 cities were involved in the project, later on, it was broadened up to 81 cities. It is a sustainable project with its educators' trainings and widening universe.
Well designed and implemented	x			It is well-designed and implemented with current documents.
Tested – evaluated. With verifiable results	x			It was widely presented by means of media (National Press, workshops..) It was shared at all the project meetings and award ceremonies around the country. It has a strong promotion.

▪ Evaluation of the Best Practice

This project was started in 2010 with the protocol between two Ministries and still continuing. That's why the policy makers are directly on the project side. It is useful and affordable for the Ministries. It is an effective model with its implementations and outputs received so far.

It can be transferred at national level. It was implemented in all cities of the country (81 cities). The participation of labour market in the project can be provided.

It seems well managed and it is widely communicated.

It is innovative with providing the trainings to unemployed, technology and equipment supports to schools and training educators.

Started with 19 cities and broaden to 81 cities is one of its multiplier effects. The number of participant organisations and companies providing internship is also its multiplier effect.

It was started in 2010 for 4 years and had extra 4 more years with a protocol in 2014. At the beginning 19 cities were involved in the project, later on, it was broadened up to 81 cities. It is a sustainable project with its educator's trainings and widening universe.

It is well-designed and implemented with current documents.

It was widely presented by means of media (National Press, workshops..) It was shared at all the project meetings and award ceremonies around the country. It has a strong promotion.

4. COMMENTS

This project provided a new model to Turkish Employment Policy. It was supported at National level and implemented at volunteer Vocational Institutions and the member companies. Several publications were done during the project and as it is still continuing the publications are being done constantly. It was presented by means of media (TV, newspapers, project website, press..) This project provided positive outputs to our country and is still continuing to do that. Besides the employment of 90% of unemployed who had skills-training:

- There will be increase in employment and power of competition
- The tradition of communication and collective working between the institutions will be created.
- The culture of finding common solutions to common problems will be developed.
- Designing experience will be created with National Policies by adding the local.

The project was implemented in order to provide a solution to the problem of unemployment caused by the imbalance between supply and demand by training a labour force equipped with the skills that the industry demands. Therefore, a new vocational training and skills development model, one that trains individuals whose skills are compatible with the requirements of the labour force and that allow employer participation, has been developed.

BEST PRACTICES FICHE

“Improving Proximity Responses for the Adaptation of VET”

Fondazione Giacomo Brodolini (FGB) is a research centre and a cultural institution in Italy active in the fields of employment, labour market, social policies, training and lifelong learning policies, equal opportunities, local development and industrial relations. With over 40 years of experience, FGB has developed broad capacities for conducting research and offering services at the EU level in the fields of its expertise; adopting rigorous scientific methodologies and an interdisciplinary approach. Research activities are carried out individually and in collaboration with public and private bodies, national and international, such as the European Commission, ministries, local authorities, entrepreneurial organisations, as well as cultural and research institutes.

1. AREA COVERED BY THE BP

Local partnerships for VET	Training need analysis	VET Programming	Impact Assessment
		x	

This Best Practice Dossier developed by FGB focuses on:

- **VET Programming:** How to programme proactive VET locally. Best methodologies for the local partnership to adapt the VET delivered in the territory. Design and implementation of Local Action Plans to tackle identified mismatches.

2. DESCRIPTION OF THE BEST PRACTICE

2.1. Promoting organisation Identification Data

Name	COLFASA
Country / Region / City	Bucharest-Ilfov region/Romania
Status (Public / Private)	Private
Territory and population covered	Bucharest-Ilfov region, around 2.270,000 inhabitants
Organisation's mission	COLFASA Association is a non-profit organisation working for the benefit of vulnerable groups, promoting social inclusion and combating all forms of discrimination
Web	http://www.colfasa.ro

The Bucureşti - Ilfov region is a development region in Romania, encompassing the national capital, Bucharest, as well as the surrounding Ilfov County. As other development regions, it does

not have any administrative powers, its main function being to co-ordinate regional development projects and manage funds from the European Union.

COLFASA Association is a nonprofit private organisation that operates for the benefit of vulnerable groups, promoting social inclusion and combating all forms of discrimination.

- Brief description

The project's main goal is stimulating employment in the Bucharest-Ilfov region, through continuous lifelong training, and through access to new technologies. Within employment policy, the promotion of access to lifelong learning is an essential priority.

The practice “Innovative Instruments in Vocational Training Helping to Increase Workers' and Enterprises Adaptability” (2010 – 2013).

The project aims at contributing to an increase in the employment rate among people working in enterprises in the Bucharest-Ilfov region, through continuous lifelong training. In recent years, access to employees in that region to continuous training, essential for increasing competitiveness of human capital, was modest. Against the background of technological progress and of economic growth in the region, vocational training is an investment in human capital, which is able to guarantee the transmission of knowledge rapidly, flexibly and on a large scale.

The actions:

- Developing the capacity of enterprises to support increasing the level of qualification of employees.
- Promoting the active ageing of workers, especially of those with a low level of qualification, i.e. of the people exposed to the risk of prematurely leaving the labour market and of social marginalisation.
- Increasing the competitiveness and adaptability of enterprises in the region by ensuring programs of specialised vocational training for their employees.
- Sensitising the main actors at the local level to the issue of investing in human resources. Acquiring new knowledge and skills, both transversal and specific, favours vocational evolution at the level of the target group, contributing to an increase in the employment rate and in the ability to adapt to organisational and technological changes, due to the competitive economy, which is increasingly globalised.

- Partners involved

The project partner – Research Institute on the Quality of Life (Institutul de Cercetare a Calității Vieții), specialising in research on life quality and social policy, was involved in conducting needs assessment – ex-ante and mid-term. Ex-ante concluded that in Romania the qualification development of employees does not keep up with technological development. This occurs mainly in the SME sector. During the project, in-depth studies were conducted in order to:

1. Evaluate the use of e-learning technology in Bucharest-Ilfov region with regards to expectations and development prospects.

2. To evaluate e-learning training courses by employees.

- Cost / Financing

European Social Fund - € 340,000.

- Beneficiaries

Target groups: employees, especially those with a low level of qualification.

This priority will focus on raising the basic skill levels of employees. The main target group will be employees with a low level of qualification, especially those without basic numeracy, literacy and ICT skills.

- Resources needed

In order to develop this type of programs, organisations and education institutions increasingly are turning to learning platforms to deliver courses to learners and manage their online activities. A learning platform is a set of interactive online services that provide learners with access to information, tools, and resources to support educational delivery and management. They provide access and services to a wide user base through the Internet.

This is why a budget for staff and material resources is needed. The staff, participation in e-learning projects requires capabilities in certain areas – such as technology and media-related skills – that are not essential in traditional education or training

Some of the roles described in this section could be combined into a single job profile. In fact, the composition of the team depends on factors such as:

- the size of the project;
- the amount of work outsourced;
- the capacity of team members to cover different roles; and
- the specific media and technologies required.

Technology is required to produce and deliver e-learning. Different tools can be used to produce e-learning content, depending on which file formats will be used and the nature of the desired final product. Microsoft PowerPoint or even Word can be sufficient to create simple learning resources like a presentation or a tutorial. However, more sophisticated tools are required if you want to create interactive content.

Courseware authoring tools are special-purpose tools that create interactive e-learning content. They add text, graphics, and other media, but also provide a framework to organise pages and lessons for reliable navigation.

- Products and results obtained

The main product of the project is the e-learning platform through which the courses were conducted. English language courses were taken by 66 people and completed by 51. Computer courses were attended by 59 people (52 completed them successfully), courses on entrepreneurship were attended and completed by 95 people. Participation in the e-learning courses contributed to increase the skills of those who with low education and improve their situation in the labour market. Through popularisation activities, employees became better aware of the need to undergo training and continue education; also, the workers' and employers were acquainted with the concept of active ageing (500 recipients in total).

The strengths of this initiative include addressing the project activities to both sides of the employment relationship - both employees and employers. Access to training via e-learning platform increases the availability of courses for interested workers who are at risk of redundancy or who are considering leaving work due to age. It often results from the fact that linguistic and computer competency of the older generation is not relevant, which this project responds to. At the same time, increasing the awareness of the need to adapt one's skills to the changing needs of the labour market on the one hand, and on the other, preventing discrimination of the workers by the employers through promoting measures in relation to investment in human resources, should contribute to keeping older workers in employment.

- Sources for more info

Visit these websites for further information:

- ✓ <http://www.colfasa.ro/index.php/en/projects/projects-completed/10-proiecte/314-innovative-instruments-in-vocational-training-helping-to-increase-workers-and-enterprises-adaptability>

3. FIRST EVALUATION OF THE BEST PRACTICE

Characteristics	YES	NO	But...	Explanation
Affordable and useful for local agents			x	Unfortunately, projects such as described have a problem: it's very difficult that can be replicated without public funding
Transferable / Adaptable/ Reproducibility			x	The e-learning platform is the main tool for the reproducibility and the transferability of the project
Well managed (leadership, planning and communication)	x			It seems well managed considering that the project was classified as good practice
Innovative		x		
With potential multiplier effect	x			The project has potential multiplier effects because the e-learning can be extended to other enterprises/employees
Sustainable			x	The project can be sustainable if the e-learning platform is left available for enterprises and employees

Well designed and implemented	x			It seems well designed and implemented
Tested – evaluated. With verifiable results	x			The project was included in a catalogue of best practices. http://www.ifa-fiv.org/wp-content/uploads/2014/03/Active-Ageing-Measures-in-Selected-EU-Countries.pdf

▪ Evaluation of the Best Practice

Unfortunately, projects such as described have a problem: it is very difficult that can be replicated without public funding. It has been explained that specialist in e-learning and material resources are needed for this purpose.

The e-learning platform is the main tool for the reproducibility and the transferability of the project. It seems well managed considering that the project was classified as good practice

The project has potential multiplier effects because the e-learning can be extended to other enterprises/employees by using the Internet.

The project can be sustainable if the e-learning platform is left available for enterprises and employees

It seems well designed and implemented.

The project was included in a catalogue of best practices: <http://www.ifa-fiv.org/wp-content/uploads/2014/03/Active-Ageing-Measures-in-Selected-EU-Countries.pdf>

4. COMMENTS

At the moment in several EU countries, e-learning is now a secondary solution for training companies and employers, despite the low cost and high flexibility of the education process

BEST PRACTICES FICHE

“Improving Proximity Responses for the Adaptation of VET”

1. AREA COVERED BY THE BP

Local partnerships for VET	Training need analysis	VET Programming	Impact Assessment
x		x	

- Local partnerships for VET: How to build a Local Partnership for the continuous adaptation of VET. How to engage local key agents. How to manage its participation and which role can they play to ensure that VET delivered in the territory is relevant for the labour market. How to manage regarding information, coordination or planning within the partnership.
- VET Programming: How to programme proactive VET locally. Best methodologies for the local partnership to adapt the VET delivered in the territory. Design and implementation of Local Action Plans to tackle identified mismatches

2. DESCRIPTION OF THE BEST PRACTICE

2.1. Promoting organisation Identification Data

Name	Working Links (Sheffield)
Country / Region / City	United Kingdom
Status (Public / Private)	Public / Private
Territory and population covered	East Midlands region, county Nottinghamshire– 758,000habitants
Organisation’s mission	Employment of persons with difficulties in social and job insertion
Web	http://www.workinglinks.co.uk

Sheffield is a city and metropolitan borough in South Yorkshire, England. The metropolitan population of Sheffield is 758,000habitants.

Working Links (formally Working Links (Employment) Limited) was established in 2000 as a public, private and voluntary company that provides welfare services and help with employability. Working Links is a leading provider of tailored services to help people maximise their potential. They deliver a range of innovative interventions to help create positive futures for people, their families, and their communities in Britain and beyond.

- Brief description

Working Links Employment (Working Links, the organisation) is a public, private and voluntary partnership formed in 2000 by Her Majesty's Shareholder Executive, Cap Gemini, Manpower and Mission Australia. Working Links is a national provider funded primarily through the Department for Work and Pensions (DWP). Nationally, the organisation employs approximately 1,800 staff working from 140 locations. Its head office is in London and other corporate offices are located across the country.

Working Links offered the program known as 'Flexible Routeways'. Flexible Routeways was designed to help participants from specific target groups, with a variety of barriers to employment, to improve their skills and find jobs.

This program was carried out in East Midlands, a region inhabited by a community representing many cultures. More than 30 different languages are used there on a daily basis. The region is also affected by high unemployment. East Midlands is placed in high position in rankings of criminal activity.

The aim of Flexible Routeways (2008-2011) project was to change the face of the region by providing assistance aimed at professional activation of different groups of the unemployed. The scale and scope of planned actions needed to involve many local institutions in the implementation of the project, particularly non-governmental organisations from the area of Nottinghamshire, which are familiar with problems of the region.

The project was directed to the unemployed, those who are professionally inactive and those at risk of redundancy. Particular care was applied to those at risk of social exclusion:

- inhabitants aged over 50.
- offenders and those who served time in jail,
- those with low skills,
- the long-term unemployed.
- 19,000 people in total received support, 4,500 of whom were expected to enter the labour market even before the end of the project.

Flexible Routeways participants were provided with individualised assistance, consisting in participation in workshops carried out on a one-to-one basis (one participant and one coach), which provided advice on how to overcome difficulties in the labour market. It is worth noting that among the coaches there were people aged over 50, who could better understand the needs of their peers as well as experts familiar with culture and languages of the Asian countries.

During training sessions, the participant had the opportunity to evaluate own skill potential and develop a plan of action, including realistic goals for themselves that consider the specificity of the local labour market. The big challenge was to convince the long-term unemployed that, especially those coming from families which did have a paid employment for few generations, finding a job is very important, and being an active participant in the labour markets beneficial. This group of project beneficiaries was offered training aimed at increasing their self-confidence and motivation to seek work.

Flexible Routeways participants gained also the skills, which are very useful when applying for a job, namely ability to prepare a resume and cover letters, or to present one's strengths during job interviews.

Local entrepreneurs were also involved in the project, which led to a better mutual understanding of needs by the employers and the jobseekers.

Those who took up employment during the program could avail of further support in the workplace.

The team working within the framework of "Employment Solutions Team" program was to obtain suitable job offers and to create a database of potential customers. Advisors working in the team were in constant contact (by phone or directly, depending on customer needs) both with the employer and the participants of the project, even if the participant had found an employment.

Working Links was one of the first welfare to work providers to have been accredited with the Merlin Standard. The accreditation sets out a standard of behaviour designed to encourage excellence in supply chain management. In their most recent audit, they were awarded an 'Excellent' mark.

For them, it's extremely important to understand that they cannot work alone to help their customers.

▪ Partners involved

This is a list of the partners involved in the program:

- Critical Skills
- BEST
- Mansfield & Ashfield YWCA: Mansfield & Sutton Delivery
- FRWs Human Resources
- Kamyabi
- AWP/Steps Training
- Nottingham Training Enterprise
- Unique Social Enterprises
- Nottingham Women's Centre
- In Training, Renewal Trust
- Getting Into Work
- ODEF
- Bestwood Directions
- Meadows Partnership Trust
- Co-operative Community Action
- Enable: Learning Champions
- Mansfield CVS.

The programmes they run are on behalf of governments and funding bodies. Since 2000, they have delivered more than 200 different programmes across 100 different locations. Currently, they deliver a number of contracts on behalf of government departments and funding bodies such as:

- The Department of Social Protection (DSP) is a department of the Government of Ireland.
- In Great Britain will deal with the Department for Work and Pensions (DWP) or one of its eight businesses at some point in their lifetime.
- The Ministry of Justice (MOJ) works to protect the public and reduce reoffending, and to provide a more effective, transparent and responsive criminal justice system for victims and the public.
- The National Offender Management Service (NOMS) is an Executive Agency of the Ministry of Justice.
- Plymouth City Council has felt the need to look into the problem of worklessness and has recognised the importance of engaging with local partners in an effort to develop an effective plan and help coordinate any such activity in the city.
- The European Regional Development Fund (ERDF) is aimed at economic regeneration projects promoted primarily by the public sector. This involves:

Government departments

Local Authorities
Further and higher education establishments
Other public bodies
Volunteer sector organisations

- The Skills Funding Agency (SFA) is an agency of the Department of Education. It funds and regulates adult further education and skills training in England. It is part of a network of organisations in the country which commissions, manages and markets training for adults.
- The European Social Fund (ESF) was set up to improve employment opportunities in the European Union and so help raise standards of living. It aims to help people fulfil their potential by giving them better skills and better job prospects.

- Cost / Financing

European Social Fund - £ 5,600,000

- Beneficiaries

The project was directed to the unemployed, those who are professionally inactive and those at risk of redundancy. Working Links helps disadvantaged people including the long-term unemployed, people with disabilities and people with convictions. Particular care was applied to those at risk of social exclusion:

- inhabitants aged over 50
- offenders and those who served time in jail
- those with low skills
- the long-term unemployed

- Resources needed

The organisation works closely with public, private and third sector partners.

The Routeways includes: Employment Training, Pre-vocation ESOL training, Intensive Job Focused Support, Learning Disabilities and Mental Health Barriers, Alcohol and Drug Dependency, Offender Support.

They collaborate with specialist organisations, including probation, Changes, Drug Link in order to fully support a customer whilst on the provision. Work placements and job search form a large part of the activities which a customer will access whilst on the provision, in order to give the customer new skills and up to date experience to allow them to enter the labour market more easily.

- Products and results obtained

Among the most important results of the project are: professional activation of those community members who are in a particularly difficult situation in the labour market, being at risk of social exclusion. Thanks to the support received, some of the program participants found jobs, and most of

them had the opportunity to evaluate and develop their skills and create a realistic job search plan that takes into account the needs of employers and the person's personal situation. The project also contributed to changing the way in which the employers perceive those residents of the region who are at risk of marginalisation. In addition, the network of contacts, established under the program between different organisations, made it possible to obtain reliable information on the most urgent problems of the region and on effective solutions to these. This enabled the beneficiaries to access the services in offer - the institutions involved in the project had a number of smaller organisational units in the region. It can be expected that the established cooperation will bring about in the future similarly effective initiatives as "Flexible Routeways".

In this project, 19,000 people in total received support, 4,500 of whom were expected to enter the labour market even before the end of the project.

▪ Sources for more info

Visit these websites for further information:

- ✓ http://ec.europa.eu/social/esf_projects/project.cfm?id=92770&project_lang=en&rp=4
Working Links Employment(Midlands) Flexible RoutewaysInspection report

3. FIRST EVALUATION OF THE BEST PRACTICE

Characteristics	YES	NO	But...	Explanation
Affordable and useful for local agents		x		
Transferable / Adaptable/ Reproducibility			x	This is a good model to be applied in areas with a high unemployment rate and a percentage of unemployment persons with problems of social integration too
Well managed(leadership, planning and communication)	x			It seems well managed considering that the project was classified as good practice
Innovative	x			The element that distinguishes the project from other initiatives for the unemployed is the fact that it concentrates on those whose position in the labour market is particularly difficult, i.e. the elderly, immigrants, people who had conflicts with law, long-term unemployed, including those coming from the families in which lack of work had been experienced for several generations. The individualization of the training offer and involvement of the coaches aged over50, who have a broad knowledge of different cultures and traditions specific to them, is the strength of the project presented.
With potential multiplier effect	x			It was important to incorporate employers, for whom it was an

				opportunity to revise their views about the people representing the disfavored groups.
Sustainable	x			This project seems difficult in the economic sustainability without the allocation of public funds
Well designed and implemented	x			It seems well designed and implemented according to the project inspection report
Tested – evaluated. With verifiable results	x			According to the project inspection report, there were improvements in economic and social well-being are satisfactorily made by most participants. They have appropriate access to a range of qualifications and training opportunities to improve their chances of gaining employment. Some participants gain nationally recognised qualifications. Participants feel safe and confident to discuss or report concerns to staff.

▪ Evaluation of the Best Practice

This is a good model to be applied in areas with a high unemployment rate and a percentage of unemployment persons with problems of social integration too. Its main objective is integrating disadvantaged people into employment.

It seems well managed considering that the project was classified as good practice.

The element that distinguishes the project from other initiatives for the unemployed is the fact that it concentrates on those whose position in the labour market is particularly difficult, i.e. the elderly, immigrants, people who had conflicts with law, long-term unemployed, including those coming from the families in which lack of work had been experienced for several generations. The individualization of the training offer and involvement of the coaches aged over 50, who have a broad knowledge of different cultures and traditions specific to them, is the strength of the project presented.

It was important to incorporate employers, for whom it was an opportunity to revise their views about the people representing the disfavored groups. This project seems difficult in the economic sustainability without the allocation of public funds

It seems well designed and implemented according to the project inspection report.

According to the project inspection report, there were improvements in economic and social well-being are satisfactorily made by most participants. They have appropriate access to a range of qualifications and training opportunities to improve their chances of gaining employment. Some participants gain nationally recognised qualifications. Participants feel safe and confident to discuss or report concerns to staff.

4. COMMENTS

As with many other initiatives carried out in the UK, also in this project, a strong emphasis was put on individualised offer for the beneficiaries. This approach is undoubtedly the most effective but should be noted that the implementation costs of such solutions are very high.

It is an interesting organisation designed to meet the varied needs of unemployed people and local employers and who encourages all types of the learner to improve their basic employability and vocational skill levels.

Working Links delivers employer-specific programmes that are designed based on an understanding of the relevant vocational sector, an employer's values, and the required competencies of live and future vacancies. Working across a range of sectors, learners are then provided with the right information to enable them to perform the best they can within new roles and progress.

BEST PRACTICES FICHE

“Improving Proximity Responses for the Adaptation of VET”

1. AREA COVERED BY THE BP

Local partnerships for VET	Training need analysis	VET Programming	Impact Assessment
		x	

This Best Practice Dossier developed by FGB focuses on:

- VET Programming: How to programme proactive VET locally. Best methodologies for the local partnership to adapt the VET delivered in the territory. Design and implementation of Local Action Plans to tackle identified mismatches.

2. DESCRIPTION OF THE BEST PRACTICE

2.1. Promoting organisation Identification Data

Name	PES Office of Nysa
Country / Region / City	Opole – Nysa Region/Poland
Status (Public / Private)	Public
Territory and population covered	Nysa County – 60.000 habitants
Organisation’s mission	Public employment service
Web	http://www.pup.nysa.pl

Nysa County is a unit of territorial administration and local government in Opole Voivodeship, south-western Poland, on the Czech border. Its total population is 60,000 inhabitants.

“Kaleidoscope of work” was developed to increase the employability of people with insertion difficulties. The practice was created in response to a local need for training. At the time it was introduced, the effectiveness of “traditional” classroom training was regarded as low: employability rates were around 30% and employers were complaining about a lack of efficacy of the group training offered by the labour offices.

Unemployment in Nysa is consistently higher than the country average: for instance, in 2012 the unemployment rate fluctuated around 18.5%, while in Poland generally, it was 12.6%.

▪ Brief description

The practice “Kaleidoscope of work” (2008 – 2013) it’s a complex program. It was developed to

increase the employability of people with insertion difficulties (long-term unemployed, young job seekers without work experience, women) in the county of Nysa.

Specific objectives included:

- Eliminating barriers to employment
- Increasing the qualifications and skills of project participants
- Matching their skills, experience, and competence with the recruitment needs of local entrepreneurs
- Professional training in construction (building social housing).

The rationale behind the practice was to develop a truly “hands-on” approach to active labour market policies: in addition to counselling and training activities, participants were “hired” in work-placed apprenticeships, the main goal of which was the construction of social housing that could benefit participants.

From the start of the practice in 2008 until 2010, the practice covered around 1,400 individuals. Twelve public housing blocks were constructed, and an additional 12 were under construction.

The local PES Office in Nysa was responsible for the overall design and management of the practice, including: preparing and submitting the applications; signing partnerships with local institutions for specific activities, e.g. social housing; preparing public procurement procedures for selecting institutions and services, including the evaluation procedure; financial reporting; individual assessments of participants’ needs (empowerment); content and financial control; monitoring.

Six activities were covered by the project:

- Apprenticeships (414 individuals) designed for recent graduates without practical labour market experience
- Vocational education and training (164 individuals): the target was long-term unemployed workers aged 50+ who needed an update of their skills or retraining
- In-work training (652 individuals): of these, 176 played a direct part in construction of the houses, particularly of the social housing
- Job clubs (20 individuals)
- Assistance for moving into self-employment (147 individuals)
- Subsidies for self-employment (34 individuals)

▪ Partners involved

The city councils of the communes of Paczkow and Otmuchow took part in two of the ventures linked to professional training in construction (in 2008 and 2012). Partners arranged construction sites and supplied building materials.

▪ Cost / Financing

National budget (tax revenue)

European Social Fund (Operational Programme for Human Resources Development 2007-2013)

- Beneficiaries

The practice targets individuals at risk of social exclusion, including long-term unemployed women who had left the labour market after childbirth. Women in these categories are selected from PES registers but no specific earmarking of the resources is given to this group.

Target groups/beneficiaries:

- Young unemployed under 25 years of age
- Long-term unemployed women who had left the labour market after childbirth
- Older unemployed people aged 50+
- Unemployed individuals without formal qualifications
- Unemployed lone parents
- Unemployed disabled individuals

- Resources needed

The practice was coordinated by the local labour office. The team was composed of a specialist in the labour market and six employees, each of whom was responsible for the daily management of one of the six activities. The team was supported by a work adviser, a personal consultant and an accountant (located in the office's financial unit). Each activity was separately managed and monitored. The team monitored drop-out rates; vocational training conditions and their effectiveness; progress made on the social housing involved in the 'Kaleidoscope of work' practice; and compliance with the guidelines issued by the implementing body.

- Products and results obtained

At the end of the project, 65% of users had found a job

During the first two years of the practice, 1,397 individuals took part in it and there was a dropout rate of 5%:

- 46% took part in professional training, mostly in-work training (652 certificates issued)
- 30% completed an apprenticeship (414 certificates issued; 10% were employed as a result of the apprenticeship)
- 12% completed professional preparatory courses (164 certificates issued)
- 34 individuals set up their own businesses (their survival rate was 100% after the first 12 months).

People reached: From the start of the practice in 2008 until 2010, the practice covered nearly 1 400 individuals.

Products:

Training modules: combined initial classroom and work-based training. These modules led to the adoption of new training policy approaches in the local labour office. According to the new approach,

specific training is provided at an employer's request for those beneficiaries of the practice that the employer intended to employ.

Social flats built by project participants (12 blocks had been built, and 12 more were under construction at the time of the evaluation).

- Sources for more info

Visit these websites for further information:

- ✓ http://www.pup.nysa.pl/dla_bezrobotnych/kalejdoskop_pracy_2010.html

3. FIRST EVALUATION OF THE BEST PRACTICE

Characteristics	YES	NO	But...	Explanation
Affordable and useful for local agents		x		
Transferable / Adaptable/ Reproducibility			x	This is valid model to be applied in territories where you plan to address the unemployment issue at 360 °
Well managed (leadership, planning and communication)	x			It seems well managed considering that the project was classified as a good practice
Innovative	x			The project can be considered innovative in terms of complexity and integration of the different actions
With potential multiplier effect	x			Public services have the potential to generate multiplier effects
Sustainable	x			It would seem highly sustainable because realised entirely from public services
Well designed and implemented	x			It seems well designed and implemented according to independent evaluator which assessed the project
Tested – evaluated. With verifiable results	x			The interim project evaluation was conducted in 2010 by the independent evaluation company Auditores. It was carried out using CATI (Computer Assisted Telephone Interviews) for quantitative data and IDI (in-depth interviews) for qualitative data. The sample included 430 beneficiaries for CATI (of whom 89 fully completed the

				<p>interview).</p> <p>The main results are:</p> <ul style="list-style-type: none"> ▪ On-site, individual, tailor-made training was perceived by participants to be the most useful instrument of the practice. ▪ Six months after completion of the programme, 50.5% of the selected participants were in employment; 26% were unemployed, and 8% were in further education and traineeships. ▪ Some 91% of participants were satisfied with the project, especially with the content of the training and the contacts with the labour office employees who were responsible for the project. ▪ The evaluation study revealed the administrative challenges facing the project, which could sometimes hinder its smooth running. These are mostly related to changing guidelines from the implementing body.
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▪ Evaluation of the Best Practice

This is a valid model to be applied in territories where you plan to address the unemployment issue at 360 °.

It seems well managed considering that the project was classified as a good practice.

The project can be considered innovative in terms of complexity and integration of the different actions. Public services have the potential to generate multiplier effects.

It would seem highly sustainable because realised entirely from public services

It seems well designed and implemented according to independent evaluator which assessed the project

The interim project evaluation was conducted in 2010 by the independent evaluation company Auditores. It was carried out using CATI (Computer Assisted Telephone Interviews) for quantitative data and IDI (in-depth interviews) for qualitative data. The sample included 430 beneficiaries for CATI (of whom 89 fully completed the interview).

The main results are:

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-Six months after completion of the programme, 50.5% of the selected participants were in employment; 26% were unemployed, and 8% were in further education and traineeships.

-Some 91% of participants were satisfied with the project, especially with the content of the training and the contacts with the labour office employees who were responsible for the project.

-The evaluation study revealed the administrative challenges facing the project, which could sometimes hinder its smooth running. These are mostly related to changing guidelines from the implementing body.

4. COMMENTS

The project is a good example of public management of actions that promote the employment of people with difficulties in social and working insertion including through the instrument of VET

The practice was regularly monitored by the local PES, in order to assess its degree of implementation and to identify weaknesses and obstacles. The practice team also met on a weekly basis for brainstorming and to assess the workflow (mostly to analyse the dropout rate, the vocational training conditions and progress made on certain projects, such as social housing construction, and compliance with the guidelines from the implementing body). The monitoring reports are not available yet.

BEST PRACTICES FICHE

“Improving Proximity Responses for the Adaptation of VET”

1. AREA COVERED BY THE BP

Local partnerships for VET	Training need analysis	VET Programming	Impact Assessment
x		x	

The Best practice developed by FGB focuses on:

- Local partnerships for VET: How to build a Local Partnership for the continuous adaptation of VET. How to engage local key agents. How to manage its participation and which role can they play to ensure that VET delivered in the territory is relevant for the labour market. How to manage regarding information, coordination or planning within the partnership.
- VET Programming: How to programme proactive VET locally. Best methodologies for the local partnership to adapt the VET delivered in the territory. Design and implementation of Local Action Plans to tackle identified mismatches.

2. DESCRIPTION OF THE BEST PRACTICE

2.1. Promoting organisation Identification Data

Name	La provincia di Cuneo aiuta il lavoro - Convenzione territoriale Long Term Potentiation
Country / Region / City	Cuneo province
Status (Public / Private)	Public Private Partnership
Territory and population covered	Cuneo province – 595,000 inhabitants
Organisation’s mission	The mission of the network is to raise the level of education and vocational training in the Cuneo province through better synergies between the several public stakeholders working in the VET sector and the network of companies, mainly composed by SMEs.
Web	http://www.provincia.cuneo.gov.it/allegati/lavoro-formazioneorientamento/lavoro/pubblicazioni/opuscoli/formazione_32220.pdf

Cuneo is a province in the south-west of the Piedmont region of Italy. To the west, it borders on the French region of Provence-Alpes-Côte d’Azur and to the north, it borders on the province of Turin. It is also known as the Provincia Granda, the big province because it is the third largest province in Italy with a population of 595,000. The Cuneo province is the biggest in the Piemonte region and the fourth biggest in Italy.

The POLIS project aims at realising primarily two objectives:

- to give a second chance to young people and adults who have abandoned the regular curriculum without achieving titles or positions;
- to retake education and training, both to develop their cultural baggage and to improve their level of employability.

▪ Brief description

Progetto Polis, a network composed of VET providers in Cuneo province funded in 1999, conducted constant research on primary, secondary and literacy competences. Recent figures showed a need to invest more in education and vocational training. The results of the assessment were corroborated by the outcome of a concertation table with provincial social partners, in which the skills needs of the territory were analysed.

According to the research, the need was particularly strong for three particular groups of individuals:

1. Adults with obsolete skills needing upskilling or reskilling;
2. Young people of 16-18 years old, that need to fulfil the obligation to study until their 18 years of age and become part of the school dropout phenomenon
3. Migrants, especially from Eastern, Middle East, North Africa, Balkan region and South America needing a different level of literacy, from basic to advanced.

The solution agreed among the stakeholders of the province was the design of an intervention plan and the signature of a memorandum of understanding laying out the objectives and the duties for each actor involved. The objectives of the network were:

- To raise the level of education and vocational training of the adult population, both Italian and migrants;
- To ease synergies between the different stakeholders;
- To strengthen the presence of the VET offer in the province;
- To design new activities and vocational learning paths, with a focus on new innovative methods and trends, as well work based learning activities;
- To monitor and to support ongoing activities and new projects.

Every stakeholder took charge of specific activities:

- Centro Territoriale Permanente (CTP) Cuneo design and promotes activities, classes, evaluation activities, certification of VET. Moreover, it takes part in the monitoring and the evaluation of the activities;
- VET Providers have their main role in the VET itself and the VET certification, but they also help to build consortia to take part in regional, national, and European calls for grants;
- Secondary school are VET providers and manage infrastructures in which VET take place;
- Municipalities help to define thematic priorities for the VET programs, advertise initiatives and classes, funds the locations for VET provision and funds the adult learning activities;
- Cuneo province helps to define thematic priorities for the VET programs, advertise initiatives and classes, supervises the gradual integration of the VET systems;
- PES helps in new VET paths design, advertise VET courses, and helps in pupils' orientation and selection;

- Companies take part in VET design to help to align them to the market needs, host internships and traineeship for VET pupils, monitor and evaluate the learning experience and share the economic burden of the projects.

▪ Partners involved

These are the partners who take part in the project:

- Centro Territoriale Permanente (CTP) Cuneo
- Vocational training agencies
- A network of provincial secondary schools, municipalities, Cuneo province, PES Cuneo
- Provincial employer associations

Confindustria is the Italian employers' federation and national chamber of commerce, founded in 1910. It groups together more than 113,000 voluntary member companies, accounting for nearly 4,200,000 individuals. It aims to help Italy's economic growth, assisting, in doing so, its members.

Confartigianato: Confartigianato Companies is the largest European network of representation of interests and provision of services to crafts and small businesses. Born in 1946, Confartigianato accompanies the evolution of companies in which live the tradition of old crafts and innovation activities that use cutting-edge technologies.

Coldiretti: Coldiretti, with a half million members, is the leading organisation of farmers at national and European level. Articulated through offices in every region and in each Italian province, has 724 offices and 5000 regional sections.

Confcommercio: Italian General Confederation of Enterprises, the Professional and the Self-Employment Activities, is the largest corporate representation in Italy, involving more than 700,000 businesses.

-Trade unions (CGIL- The Italian General Confederation of Labour, CISL- Italian Confederation of Trade Unions, and UIL-Italian Labour Union), companies, decision-makers at the local level (trainers, teachers, guidance counsellor, social partner representatives)

▪ Cost / Financing

The network does not have a clear budget, relying on the aggregate budgets of all the stakeholders involved. Each of them earmarked a part of the budget and/or activities to meet the objectives set by the memorandum of understanding.

The funds originate mostly by the national and regional level for what concerns the education system and labour policies respectively, with provincial and municipality level playing an important role in VET provision itself.

▪ Beneficiaries

There is a large number of people who have benefited from this programme:

- Unemployed adults with low skills
- Employed adults with low skills, older workers

- Young adults (over 16 years) with low qualifications and low qualifications
- Young adults (over 16 years) not in education or training, or in the work (NEET)
- Foreign second-generation youth
- Migrants, immigrants, mostly coming from Eastern Europe, Balkans, North Africa, Middle East, and South America

▪ Resources needed

The POLIS Project urged the establishment of the Network of CTP - CTP 25 on 31 in Piedmont - by entering into a agree that in the introduction defines the following objectives:

- plan and co / manage integrated pathway for a return to the channels upper secondary and/or vocational training;
- design and manage guidance paths to work and higher education;
- design and manage guidance paths, reorientation and/or accompanying the title of high school study and/or professional qualification.

"Il tavolo di lavoro" used for comparison and processing procedures and tools to share, has so far produced various tools such as:

1. General design lines CTP-higher education,
2. Draft for the preparation of individual projects,
3. Draft protocols of territorial understanding,
4. Draft a training agreement,
5. School record Draft,
6. Schemes for the description of the Modular Training Unit.

▪ Products and results obtained

The classes offered are different according to the target group, but they share the focus on basic skills, such as:

- Italian classes (Italian for migrants)
- Second Language classes
- Basic ICT skills

It is difficult to disentangle the results of these specific training sessions from the other actions carried out from the signatories of the memorandum of understanding before the signing.

From former research concerning the VET providers in Cuneo province in the period 2010 – 2013, we know that the overall VET offer for the Cuneo province stood at nearly 11000 units per year in that time period. Attending VET classes was improving the chance of finding a job by 5.5 percentage points in 2010, a figure that improved by 16.9 percentage points in 2013. There are no clear data to extricate the size of our target group. For adult learning, the latest figure is 774 pupils in 2015, and 327 for young people in the same year. As for the migrants, the latest figure dates back to 2008, when migrants in Cuneo province were 35000. At the time, 10.1% of them was following language classes, with 22.2% having attended similar classes in the past. The memorandum was signed in 2015 and the first results are not yet available for the public. Yet, it has been noted a positive effect especially for companies working in the agricultural sector.

- Sources for more info

Visit these websites for further information:

- ✓ Example of Partnership agreement (Italian):
<http://www.flcgilcuneo.it/contratti/DEF.%20Bozza%20convenzione%20territoriale%20x%20LTP.pdf>
- ✓ http://www.sisform.piemonte.it/images/sito_sisform/pubblicazioni/articoli/2017/Articolo1_2017_valutazioni%20di%20placement.pdf
- ✓ An example of information material (in Italian):
http://www.provincia.cuneo.gov.it/allegati/lavoroformazioneorientamento/lavoro/pubblicazioni/opuscoli/formazione_32220.pdf
- ✓ The website of the provincial observatory of the immigration of Cuneo, providing classes to migrants and refugees:
http://www.piemonteimmigrazione.it/site/index.php?option=com_sobi2&sobi2Task=sobi2Details&catid=4&sobi2Id=159&Itemid=74

3. FIRST EVALUATION OF THE BEST PRACTICE

Characteristics	YES	NO	But...	Explanation
Affordable and useful for local agents	x			One of the main purposes of the <i>Convenzione Territoriale</i> (a sort of territorial pact) LTP is a better overall resource management, therefore this best practice should lead to savings.
Transferable / Adaptable/ Reproducibility			x	The best practice is transferable in all the system characterised by a high number of stakeholders involved in VET provision. Yet <i>Convenzioni territoriali</i> , similarly to Territorial pacts, are typical of the Italian contexts and specific adjustments may be needed to adapt them successfully in other contexts outside Italy.
Well managed (leadership, planning and communication)			x	It is difficult to assess the management given that it was well spread among the stakeholders involved and the memorandum of understanding was signed only in 2015. More time is needed for a proper and comprehensive assessment.
Innovative			x	The project is not innovative per se, but it shows how important is to quickly communicate and react to new needs through an active interaction between all the different stakeholders involved in the process, from businesses to VET providers.
With potential multiplier effect	x			The VET scheme has clear potential for multiplier effects, especially in locations

				in which the same weakness is widespread (e.g. mountain communities with severe deficiencies in ICT skills, or neighbours with a high number of migrants with low literacy skills).
Sustainable	x			It is sustainable as long as all the stakeholders involved continue to actively take part in the process. The willingness of the members of the consortium to be more active in regional, national, and European calls for tender can improve the sustainability.
Well designed and implemented			x	The program is well designed in order to quickly react to the needs stressed by the companies. Nevertheless, it is still too early to assess the implementation, given that the memorandum of understanding was signed in 2015.
Tested – evaluated. With verifiable results			x	The evaluation process is still ongoing. Yet, the evaluations of former editions showed a positive trend in the outcome: people attending VET had a 5.5% higher chance of getting a job than the control group in 2010, a value that grew to 15% for 2011, then 25.7% in 2012 and 16.9% in 2013.

▪ Evaluation of the Best Practice

One of the main purposes of the Convenzione Territoriale (a sort of territorial pact) LTP is a better overall resource management; therefore this best practice should lead to savings.

The best practice is transferable in all the system characterised by a high number of stakeholders involved in VET provision. Yet Convenzioni territoriali, similarly to Territorial pacts, are typical of the Italian contexts and specific adjustments may be needed to adapt them successfully in other contexts outside Italy.

It is difficult to assess the management given that it was well spread among the stakeholders involved and the memorandum of understanding was signed only in 2015. More time is needed for a proper and comprehensive assessment.

The project is not innovative per se, but it shows how important is to quickly communicate and react to new needs through an active interaction between all the different stakeholders involved in the process, from businesses to VET providers.

The VET scheme has clear potential for multiplier effects, especially in locations in which the same weakness is widespread (e.g. mountain communities with severe deficiencies in ICT skills, or neighbours with a high number of migrants with low literacy skills).

It is sustainable as long as all the stakeholders involved continue to actively take part in the process. The willingness of the members of the consortium to be more active in regional, national and European calls for tender can improve the sustainability.

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The evaluation process is still ongoing. Yet, the evaluations of former editions showed a positive trend in the outcome: people attending VET had a 5.5% higher chance of getting a job than the control group in 2010, a value that grew to 15% for 2011, then 25.7% in 2012 and 16.9% in 2013.

4. COMMENTS

The project is a good example of a network composed of both public and private stakeholders especially for what concerns communication among a high number of stakeholders. The POLIS Project uses methods and techniques aimed to develop an intervention model with important key features such as the close relationship with the territory, structural and methodological innovation and a network as it relies on the presence of a network of diversified interlocutors.

Excellent and timely communication among the stakeholders signing the memorandum of understanding is the main need.

BEST PRACTICES FICHE

“Improving Proximity Responses for the Adaptation of VET”

1. AREA COVERED BY THE BP

Local partnerships for VET	Training need analysis	VET Programming	Impact Assessment
X		x	

The Best Practice developed by FGB focuses on:

- Local partnerships for VET: How to build a Local Partnership for the continuous adaptation of VET. How to engage local key agents. How to manage its participation and which role can they play to ensure that VET delivered in the territory is relevant for the labour market. How to manage regarding information, coordination or planning within the partnership.
- VET Programming: How to programme proactive VET locally. Best methodologies for the local partnership to adapt the VET delivered in the territory. Design and implementation of Local Action Plans to tackle identified mismatches.

2. DESCRIPTION OF THE BEST PRACTICE

2.1. Promoting organisation Identification Data

Name	Destinazione Oristano
Country / Region / City	Oristano province
Status (Public / Private)	Public
Territory and population covered	Oristano province – 160,324 inhabitants
Organisation's mission	Destinazione Oristano is a gear in the overall mechanism aiming at improving and putting into value the territory through a territorial plan based on one of its most striking features: its potential as a touristic destination
Web	http://www.consorziouno.it/Notizie/Archivio/2016/seminariDestinazioneOristano.html

The province of Oristano is a province in the autonomous island region of Sardinia in Italy, is the smallest province in Sardinia. It has an area of 3,040 square kilometres and a total population of 160,324.

The programme consists of a series of seminars entitled "Destination Oristano - Path of training for tour operators Oristano" which took place from April 15 to May 24, 2016.

Tourism is a complex and detailed phenomenon that needs expertise and efficient services, quality offerings, technological languages and constantly updated tools. Destination Oristano, in line with these objectives, it is a training proposal for tour operators dell'Oristanese with a full program on Planet Tourism.

The seminar program proposed offers a broad overview of some of the main topics related to tour operators and the work that they are called to do, increasing their skills and their cultural growth needed to face the challenges of the increasingly competitive market.

Participation in the seminars is free. Seats will be allocated according to the order of arrival until the maximum capacity of the classroom. To participants who request it will receive a certificate of attendance.

- Brief description

The practice “*Destinazione Oristano*” represents a living part of the ecosystem fostered at the provincial level as a comprehensive plan to reach the ceiling in their potential for what concerns the local touristic sector. The province appointed for VET design and provision the Patto Territoriale Oristano (PTO henceforth), a public-private local partnership born in 1998, which had enough experience in local development policies, as it carried out development projects in the province for more than 50 million Euros in its history.

It is composed of 11 partners, the three most important being Oristano Province, Oristano Chamber of Commerce, and the provincial consortium of industrialists. Minor associates included social partners (local employers associations and local trade unions) and at the provincial level (Confesercenti, Confcommercio, Coldiretti, and CISL), financial institutions and networks of local stakeholders. The projects implemented by the PTO in its history included: the creation of infrastructures, support to SMEs, support to local employment, provision of VET, cultural initiatives.

In 2013, the PTO identified the touristic sector a driver for the future development of the whole territory, as well as a way to reduce unemployment (the unemployment rate stood at 19.69%, 16th province in Italy in the ranking, more than 7 p.p. than the national average).

The overarching programme was structured around five main interventions:

- 1) The creation of a digital library of the provincial touristic sector, collecting all the material produced in former programmes (studies, researchers, touristic projects, advertisement material including audio and video);
- 2) Updating the strategic documents shaping the touristic advertisement in the territory, as well as designing activities and contents to promote territory requalification and its overall offer to tourists; Vocational training
- 3) Information actions to spread the knowledge concerning tourism, enhancing existing competences and cross-sectoral activities through collaboration with public and private partners in Oristano province, focused on the themes of the internal marketing, advertisement, and strengthening of the touristic system as a whole;
- 4) Launch events to promote specific touristic offers (e.g. the *albergo diffuso*, a concept spread in Italy in the 80es as a way to reignite the interest to and live an experience in small and historic centres through hospitality assured by a network of local house owners), or hallmark events in the territory (e.g. Sartiglia);
- 5) Use of ICT tools to promote the territory through the implementation of the portal Gooristano, as well as making available informative material to all the public and private stakeholders involved in the territorial plan.

The second and the third point are particularly relevant. The shortages in the skills were analysed by the stakeholders through the local action plan. The plan was foreseeing important investments in the touristic sector, envisaging also infrastructures (that raised the hosting capacity of the area by 1400 units). The analysis was done taking into account the overall hosting capacity, the transport network, the ICT infrastructure, and the protection of environment/architecture/archaeological heritage. The analysis was carried out by the territorial pact with the aim of redefining the whole local touristic system. The outcome was the strategic document, in which specific skills needs were identified through surveys to the touristic businesses in the area, done in 2013.

Skills gap were identified in the following fields of activity: informatics literacy and ICT, online marketing, basic finance, and pricing.

The VET supply was arranged through specific classes made available by the UNO consortium. This is an organisation that was created through the concerted effort of Sardinian region and the Oristano province. Among its stakeholders: the Oristano municipality, the local Chamber of Commerce and employers' association, the commerce association for services and tourism, and private stakeholders. UNO brought together the experience of the two main universities of the Sardinian island, University of Sassari and the University of Cagliari, to offer university classes in Oristano. The offer was tailor made on the needs identified through the experience gathered during former actions carried out by the territorial pact. It was structured into modules including:

- Informatics for the tourism
- How to attract potential customers and get bookings through social networks
- A lab module on how to upload data on online platforms
- Room pricing management and revenue management
- Market analysis as a tool to improve business performances
- Sharing economy in touristic sector: pros and cons
- Best practices for a sustainable management of the touristic companies
- Finance management of touristic companies

▪ Partners involved

The following project partners were involved in the development of this project:

- The province of Oristano and their municipalities.
- University of Sassari
- University of Cagliari
- Entrepreneurial system (national authorities, industry and education providers)
- Local stakeholders.
- Patto Territoriale Oristano:
 - Camera di Commercio, I. A. A. di Oristano
 - Consorzio Industriale Provinciale Oristanese
 - Confapi Sardegna
 - Confindustria Oristano – Associazione Industriali della Provincia di Oristano
 - Ascom-Fidi Società Cooperativa a r.l.
 - Confcommercio Oristano – Imprese per l'Italia Oristano
 - Federazione Provinciale Coltivatori Diretti
 - Confesercenti Oristano
 - Unione Nazionale Cooperative Italiane
 - CISL – Unione Sindacale Territoriale di Oristano

- Cost / Financing

Provincial and municipality funding with the support of:

- Italian national funding
- European funds: European Fund of Regional Development (ERDF), European Social Fund (ESF), European Agricultural Guidance and Guarantee Fund (EAGGF), and Financial Instrument of Fisheries Guidance (FIFG).

- Beneficiaries

Target groups/beneficiaries for:

- Workers in the touristic sector willing to update their competences (tourist operators, accommodation owners, public and private operators). High-quality client service, provided by adequately skilled staff, is the key precondition for surviving and growing in an increasingly fierce competition against new, emerging destinations. Moreover, the explosion and rapid evolution of digitalisation in the tourism sector requires new, specific knowledge not only from employees but also from tourism entrepreneurs. SMEs often lack the necessary e-management skills that would enable them to keep up with the developments of online marketplaces and distribution channels, new forms of marketing and communication with customers.

- Unemployed, with a preference for those coming from the province. At the same time, youth unemployment in the European Union remains unacceptably high, while many tourism enterprises are missing out on the best talent. Therefore, it is important that industry, education providers and academia, professional associations and chambers of commerce, European institutions and national authorities be able and willing to invest in upgrading tourism skills, according to their relevant responsibilities, and in a shared effort with the other parts. With this in view, the Commission has developed a series of policy actions and tools to be used by the industry, with the aim of tackling the skills challenge and exploiting the potential that tourism industry has for creating jobs and growth.

- Tourists. As the digital skills are developed and high-quality client service offered, the tourists are able to reach to different destinations and take advantages. This situation is possible thanks to the technology offer.

- Resources needed

There are several important points to bear in mind in order to develop a significant and sustainable project. These elements are:

- Good collaboration and information sharing between stakeholders within the territorial pact. As well as a willingness from higher education or VET providers to take part in the process and share their knowledge.

- The budget for the eligible costs of the project. During the development of the project, there are some costs which must be faced such as:

- Internal staff to P.T.O.
- Expenses for acquisition of services and technical advice (expertise)

- Costs for Travel, meals, lodging and mileage allowances
- Publication and informative material
- Other general expenses

- Material resources: a Lab: upon completion of the seminar will be also addressed in workshop form, the issue of administrative requirements related to the management of the accommodation facilities on SIREN platforms and Web Lodged.

▪ Products and results obtained

The goal of 4 hours of classroom training is to provide tour operators with an overview of the use of digital communication for the purpose of improving the relationship management tools with its customers and institutions operating in the sector.

It is difficult to disentangle the results of these specific training sessions from the other actions carried out from the territorial pact. Classes normally involve up to 30 people and helped to expand skills that were deemed pivotal by the local stakeholders. Unfortunately, no results are available at the moment.

Even though, during early 2010, the sectors highly linked with tourism increased their volumes, especially concerning the hospitality (+11%) and restaurants ones (+2%).

▪ Sources for more info

Visit these websites for further information:

- ✓ <http://www.consorziouno.it/Notizie/Archivio/2016/seminariDestinazioneOristano.html>
- ✓ <https://pianostrategicooristano.wordpress.com/aggiornamento/>
- ✓ <http://www.siloristano.it/wp-content/uploads/2015/11/P.A.2015-2016.pdf>
- ✓ http://www.or.camcom.it/export/sites/default/OsservatorioEconomico/2014/Report12Giornata-Economia_CCAA-Oristano-Definitivo.pdf

3. FIRST EVALUATION OF THE BEST PRACTICE

Characteristics	YES	NO	But...	Explanation
Affordable and useful for local agents	x			Nevertheless, the funds are coming from the by national and European funds
Transferable / Adaptable/ Reproducibility			x	The VET provision is transferable. The needs assessment preceding it may be more complicated (this is especially the case when the stakeholders involved are not used to working together. In this case capacity building may be needed.

Well managed (leadership, planning and communication)			x	There is not evidence concerning the level of the management.
Innovative		x		The VET system does not show innovative traits for the Italian system.
With potential multiplier effect	x			The training scheme covers a relatively low number of people. The growth in sectors historically linked with tourism is likely related also to better VET offer. Unexplored multiplier effects are still likely, given the potential of networks and ICT tools, which rely on their capillarity.
Sustainable	x			It is sustainable as long as cofounded by national and European funding.
Well designed and implemented	x			The program is well designed and implemented according to the needs stressed by the stakeholders belonging to the territorial pact. The VET provided reflected these needs, and being granted by Universities guaranteed their value and ensured a good perception of its quality.
Tested – evaluated. With verifiable results		x		The program was monitored closely from the operative and financial point of view (reports every two months).

▪ Evaluation of the Best Practice

Nevertheless, the funds are coming from the by national and European funds. The VET provision is transferable. The needs assessment preceding it may be more complicated (this is especially the case when the stakeholders involved are not used to working together and share material and personal resources. In this case capacity building may be needed.

There is not evidence concerning the level of the management.

The VET system does not show innovative traits for the Italian system.

The training scheme covers a relatively low number of people. The growth in sectors historically linked with tourism is likely related also to better VET offer. Unexplored multiplier effects are still likely, given the potential of networks and ICT tools, which rely on their capillarity.

It is sustainable as long as cofounded by national and European funding.

The program is well-designed and implemented according to the needs pointed out by the stakeholders belonging to the territorial pact. The VET provided reflected these needs, and being granted by Universities guaranteed their value and ensured a good perception of its quality.

The program was monitored closely from the operative and financial point of view (reports every two months).

4. COMMENT

The project is a good example of cooperation between public and private stakeholders, building solutions, VET included, on the analysis of the needs of the territory and of its potential.

It is training course with events for professionals, specialists and students in the tourism sector with the University of Oristano, a technical work for the industry, the publication of a brochure that aims to create a network of companies in the sector.

BEST PRACTICES FICHE

“Improving Proximity Responses for the Adaptation of VET”

1. AREA COVERED BY THE BP

Local partnerships for VET	Training need analysis	VET Programming	Impact Assessment
x		x	

2. DESCRIPTION OF THE BEST PRACTICE

The Best Practice developed by FGB focuses on:

- Local partnerships for VET: How to build a Local Partnership for the continuous adaptation of VET. How to engage local key agents. How to manage its participation and which role can they play to ensure that VET delivered in the territory is relevant for the labour market. How to manage regarding information, coordination or planning within the partnership.
- VET Programming: How to programme proactive VET locally. Best methodologies for the local partnership to adapt the VET delivered in the territory. Design and implementation of Local Action Plans to tackle identified mismatches.

2.1. Promoting organization Identification Data

Name	Dote Lavoro – Ricollocazione e riqualificazione (Jobs endowment – relocation and upskilling)
Country / Region / City	Lombardy region
Status (Public / Private)	Public
Territory and population covered	Lombardy region, Italy – 50,000 inhabitants
Organisation’s mission	The endowment system in Italy is a support for people entering the labour market or in need of reskilling through a comprehensive and tailor-made offer
Web	http://www.regione.lombardia.it/wps/portal/istituzionale/HP/servizi-e-informazioni/cittadini/lavoro-e-formazione-professionale/dote-unica-lavoro

Lombardy is one of the twenty administrative regions of Italy, in the north-west of the country with a population of 50,000 inhabitants, forming one-sixth of Italy's population.

The “Endowment for Relocation and Requalification” is a practice of the Lombardy Region to support the unemployed and workers threatened by redundancy. Individuals are provided with a financial endowment that can be used for acquiring services aimed at either re-entering into work or retraining. These services can be supplied by public or accredited private (profit/non-profit) agencies

The Relocation endowment consists of a results-driven Personal Intervention Plan (PIP) providing counselling aimed at finding a job or at moving into self-employment. The Requalification endowment is made of training programmes and coaching services for the enhancement and development of personal skills.

Starting in the 1990s, a series of labour market reforms in Italy increased the autonomy and institutional powers of regional authorities. Lombardy opted for a clear separation between service financing and provision. The regional government is tasked with the supervision of the general framework and with its financing, while PES (public employment services) and accredited PrEAS (private employment agencies) / third sector agencies compete for service delivery. The individual has freedom of choice concerning the provider(s). The “endowment” concept was introduced in 2007. It encompasses various practices ranging from Vocational and educational training to Relocation.

▪ Brief description

The practice “Dote Lavoro – Ricollocazione e riqualificazione” (Jobs endowment – relocation and upskilling) is a policy undertaken by the Lombardy region to sustain workers who were hit the most by the crisis, and normally assisted by social safety nets (e.g. the CIGS, an Extraordinary Wages Guarantee Fund for exceptional cases). It grants to the people awarded an endowment that could be spent with public and private institutions to receive further training and professional qualification and requalification.

There are two different paths identified within “Dote Lavoro – Ricollocazione e riqualificazione”, each one with a different group:

- The Jobs endowment relocation: the objective is maintaining the working place and upskilling within the company.
- The Jobs endowment relocation: the aims are to reintegrate former employees in the labour market and to boost entrepreneurial spirit.

In the Lombardy example, specific networks play a role which can be distinguished in two main groups:

a) Institutional networks for the governance of LMPs (labour migration policies) and the development of the territory (i.e. provincial networks on the labour policies and the development of the territory and territorial pacts for the management of the ALMPs and of the crisis).

b) Networks for the implementation of LMPs, expression of formalisation of the relationships between the stakeholders and their concertation (i.e. memorandum of understanding between public and private actors, networks with centralised coordination at provincial level and informal networks).

The first group of networks is particularly relevant for us because within those take place the experience of the so-called territorial pacts (patto territoriale in Italian). The territorial pacts in Italy are promoted especially at provincial or sub-provincial level and later extended to other territorial bodies (most of all municipalities and comunità montane, a public body typical of Italy with the aim of coordinating and enhance the performances of group of adjacent municipalities located in mountain and foothill regions), trade unions and employers’ associations. This can trigger a virtuous circle engaging other public and private bodies (that can join through provincial administration through the signing of ad hoc made memoranda of understandings). The advantage of having a territorial pact is that these are characterised by high formalisation and high concertation. The high presence of these two factors boosts the success of the endowment because it kindles the active participation of the

stakeholders. Moreover, the formalisation allows having a clear view of the roles for each stakeholder involved. The lack of is one of the main threats the whole endowment system.

A good example is the Bergamo province with its “Patto territoriale per le politiche attive 2012/2013”. This was shared with social partners, and within it strong emphasis is given to the role of promotion and coordination of the province for the management of the activities and of the public and private employment services through the network system. The public-private collaboration brings an exchange of information and competences sharing. These two factors allow a shared management of corporate crisis cases.

The strength of this approach comes from the fact that these networks are well established in the territory, allowing to promptly react to the needs of the single person. They act upstream through the formalisation mentioned before and the start of the concertation involvement. It has also been noticed that more services were offered. The effect of the networks, according to a recent analysis, included:

- the acquisition of more competences which allowed more opportunities for finding a job for the user
- a reduction of the unemployment spells
- Higher matching between skills acquired and working place
- A higher number of contacts with local companies and sharing of tools among operators leading to higher economies of scale
- Higher efficiency of the people and institutions involved in the process
- Creation of mutual learning mechanism within the institutions involved

▪ Partners involved

The 12 provinces of the Lombardy regions:

Province of Bergamo
Province of Brescia
Province of Como
Province of Cremona
Province of Lecco
Province of Lodi
Province of Mantua
Province of Milan
Province of Monza and Brianza
Province of Pavia
Province of Sondrio
Province of Varese

Entrepreneurs and social partners.

The service delivery is carried out by PES and for-profit/non-profit private operators according to the horizontal subsidiarity principle. Private operators are accredited by DG employment of Lombardy. A list of accredited operators can be found at: <http://www.ifl.servizirl.it/home-page-ea>

▪ Cost / Financing

It started with a budget of 77.000.000 euro for the period 2007-2013, paid by National budget and European Social Fund (Operational Programme for Human Resources Development 2007-2013).

The program was renewed for the period 2014-2020 with a budget of 82.000.000 euro.

The recipient receives EUR 3,000 for purchasing employment services. They can choose freely what service provider to work with. The activities carried out are:

- Two interviews consisting of a detailed assessment of the recipient's profile and preparation of his/her Personal Intervention Plan;
- Tutoring and guidance counselling (introduction to the tools of job search; preparation of cover letters and CV; preparation and coaching for the job interview);
- Scouting activities and job search (identification of job opportunities; submission of applications);
- When requested, individual advice and support for undertaking self-employment; The requalification endowment also foresees individual/ group training for upgrading and expanding the skills of the recipient.

▪ Beneficiaries

Target group(s): Jobseekers: (All unemployed); People seeking training (Employees)

Target groups/beneficiaries for:

- Workers in Extraordinary Wages Guarantee Fund for exceptional cases, whose companies asked authorization to the region
- Workers whose companies were operating in Lombardia under a mobility procedure
- Workers in special mobility lists in derogation to standard cases
- Jobseekers (all unemployed) and people seeking training (employees)

The general requirement to apply for an endowment is to be between 16-64 years of age and a resident of Lombardy. The target groups for Relocation endowments are individuals in lay-off or in short-time working (cassa integrazione straordinaria), on redundancy schemes ("mobilità") or extraordinary Wages Guarantee Fund (CIGS). The beneficiary of Requalification endowments are workers on extraordinary Wages Guarantee Fund (CIG in deroga)

More than 20 000 endowments have been allocated since the beginning of the practice. Among endowment recipients, young people are under-represented (less than 3%). Older workers represent around 10% of all requalification endowments and 13% of relocation endowments.

▪ Resources needed

Both the project framework and the allocations of funds to employment service operators are determined by operators through the following methods based on active labour market policies and supports:

Individual counselling: is counselling focused on the individual's immediate or near future concerns. It takes place in one-to-one sessions where you will be asked a variety of questions about your life plans, career intentions and goals. Individual counselling is a one-on-one discussion between the counsellor

and the individual. This service includes monitoring individuals' career development and giving individual guidance to identify their aptitudes, interests, abilities, skills and personality.

Guidance: It provides an opportunity for people to discuss and discover opportunities in their career plans and work with a qualified professional who understands the difficulties of navigating a career that is rewarding and makes you feel fulfilled

Mentoring: Mentors are trained to help with a wide range of work-related issues and will respect the individual needs and values in their approach. Sessions are safe, supportive and completely confidential - providing with the opportunity to explore concerns in depth and put together constructive career plans.

The "mentor" is usually an experienced individual who shares knowledge, experience, and advice with a less experienced person or "mentee." Mentors become trusted advisers and role models – people who have "been there" and "done that." They support and encourage their mentees by offering suggestions and knowledge, both general and specific. The goal is to help mentees improve their skills and, hopefully, advance their careers.

Coaching: helps to explore where individuals are in their career, where they want to go, and how they might get there. A coach will also support people in taking action to move toward their goal. They tend to guide in mapping out your future, they are professionally trained and qualified

- Products and results obtained

It is difficult to disentangle the results of these specific cases of relocation and upskilling from those more general reached by the whole Endowment system in Lombardy. As for this, during the first seven years of the practice, 82217 individuals took part in it the Jobs endowment program of Lombardia region, with 81% of users having started a job or a traineeship. More specifically:

- Dote Unica Lavoro was particularly helpful for young people between 15 and 29 years old
- For this group, the total number of people who started a working experience was 19.414
- 55% of the young people who started a traineeship within this program was then offered a job contract

The Endowment for Requalification and Relocation was launched in 2007 to improve the employability of workers on redundancy schemes and unemployed and to assist them in finding a job or move into self-employment.

The 2010 interim evaluation found that:

- 43.5% of the endowment beneficiaries have a job and
- 60% have had a job experience 8 to 10 months after completing the programme.

The net impact on the activation of subjects is statistically significant and positive (7% -8%); 2% of beneficiaries have actively sought work after the "endowment" (limited effects of discouragement, around 5%). More than 80% of respondents are satisfied and would repeat the experience.

- Sources for more info

Istituto Sociale per la Ricerca, Gruppo CLAS, Fondazione Giacomo Brodolini, “Valutazione strategica delle politiche di Istruzione Formazione e Lavoro di Regione Lombardia – Rapporto tematico 2012 - Il sostegno alla ricollocazione dei lavoratori coinvolti in crisi aziendali: reti e gestione delle doti ricollocazione e riqualificazione – Sintesi dei principali risultati che emergono dalle interviste agli operatori pubblici e privati e alle parti sociali”, 2012.

Istituto Sociale per la Ricerca, Gruppo CLAS, Fondazione Giacomo Brodolini, “Valutazione strategica delle politiche di Istruzione Formazione e Lavoro di Regione Lombardia – Rapporto tematico 2012 - Il sostegno alla ricollocazione dei lavoratori coinvolti in crisi aziendali: reti e gestione delle doti ricollocazione e riqualificazione – Allegato I sistemi provinciali di governo delle crisi”, 2012.

Visit these websites for further information:

- ✓ <http://www.regione.lombardia.it/wps/portal/istituzionale/HP/DettaglioServizio/servizi-e-informazioni/Cittadini/Lavoro-e-formazione-professionale/Dote-Unica-Lavoro/ser-dote-unica-lavoro-ifi/dote-unica-lavoro>
- ✓ http://www.rodengosaiano.net/files/temporanei/2012/DoteLavoro_Ricollocazione_Riqualificazione.pdf
- ✓ <http://giovanisi.it/wp-content/uploads/2016/06/Lombardia.pdf>

3. FIRST EVALUATION OF THE BEST PRACTICE

Characteristics	YES	NO	But...	Explanation
Affordable and useful for local agents	x			Nevertheless, the funds are coming from the regional level, funded mainly by European funds
Transferable / Adaptable/ Reproducibility			x	The endowment is an easy system to put in place, yet the transferability relies upon the willingness and capacity, among the stakeholders involved, to collaborate with each other. Moreover, territorial pacts and the concertation process are typical of the Italian contexts and adjustments may be needed to tailor them to the needs of the different contexts. Capacity building may be needed
Well managed (leadership, planning and communication)			x	The outcome was overall good especially in cases of high formalisation and concertation. Yet it was different according to the years and the provinces, depending on how well the roles of the different stakeholders were clear at the beginning of the process
Innovative	x			The project is innovative in the Italian landscape
With potential multiplier effect			x	The endowment scheme covers a high

				number of people and multiplier effects are difficult to be proven. Conversely, an endowment scheme at a relatively narrower level can have a higher multiplier
Sustainable	x			It would seem highly sustainable as long as cofounded by the European level
Well designed and implemented			x	It seems well designed and implemented according to the evaluator which assessed the project, but the involvement and the clear definition of roles are key (role of concertation and formalisation is pivotal here).
Tested – evaluated. With verifiable results			x	The strategic evaluation of the VET policies in Lombardy on the support to the relocation of workers involved in business crisis through the networks and management of Jobs endowment – relocation and upskilling relies on almost 50 structured interviews. A lot of information is, therefore, available, but there is room for improvement with a more comprehensive and systematic monitoring system.

▪ Evaluation of the Best Practice

Nevertheless, the funds are coming from the regional level, funded mainly by European funds

The endowment is an easy system to put in place, yet the transferability relies upon the willingness and capacity, among the stakeholders involved, to collaborate with each other. Moreover, territorial pacts and the concertation process are typical of the Italian contexts and adjustments may be needed to tailor them to the needs of the different contexts. Capacity building may be needed

The outcome was overall good especially in cases of high formalisation and concertation. Yet it was different according to the years and the provinces, depending on how well the roles of the different stakeholders were clear at the beginning of the process

The project is innovative in the Italian landscape. The endowment scheme covers a high number of people and multiplier effects are difficult to be proven. Conversely, an endowment scheme at a relatively narrower level can have a higher multiplier

It would seem highly sustainable as long as cofounded by the European level

It seems well designed and implemented according to the evaluator which assessed the project, but the involvement and the clear definition of roles are key (role of concertation and formalisation is pivotal here).

The strategic evaluation of the VET policies in Lombardy on the support to the relocation of workers involved in business crisis through the networks and management of Jobs endowment – relocation and

upskilling relies on almost 50 structured interviews. A lot of information is, therefore, available, but there is room for improvement with a more comprehensive and systematic monitoring system.

4. COMMENTS

Italy suffers from a delayed implementation of activation policies compared to other European countries. In the Region's intentions, the Endowment system is meant to introduce a deep overturn in the understanding of the meaning of welfare policies: it is the person that is invited to activate. Lombardy features Italy's most dynamic economy with a traditionally strong labour market and a very dynamic service and manufacturing sector. The economic crisis partially spared the region although the main labour market indicators show that the employment growth is still negatively affected by the recession.

The project is a good example of public management of actions that promote the employment of people with difficulties in social and working insertion including through the instrument of VET.

Quantitative and qualitative monitoring of this practice is publicly available. The latest report's (2011) main highlights are: 7 - more than 20,000 endowments have been allocated since the beginning of the practice; - more than 150 operators from PES, PrEAS and third sector have been involved in the project; - the male/female ratio for allocation of endowments is quite balanced for the Relocation endowment, whereas is in favour of man for the Redevelopment endowment; Among endowment recipients, young cohorts are under-represented (less than 3%). Older workers represent around 10% of all requalification endowments and 13% of relocation endowments.