

ANNEX I - Scheme: the clusters of the innovative practices**POLICY AREA: EMPLOYMENT****1. Top-down practices, highly formalised, in some cases inspired by bottom-up practices/models**

Practice	Mechanisms of change	Policy context	Policy failures and gaps	Recommendations
Integrated approach to employment of Roma PILOT (Sofia from Brno – Learning by working)	Transfer of know-how and practice from Brno; training and counselling to improve professional competencies; labour market orientation; matching with employers.	Over two thirds of the young Roma (under 30) in Bulgaria have never had a job; labour market discrimination, economic crisis, inadequate education and skills, social isolation, distrust and discouragement; very modest share of GDP spent for social protection (17.4%) and only 0.09% for ALMP.	Unemployed young Roma practically excluded from ALMP; discouraged and distrustful towards official institutions; ethnic discrimination on the labour market. Low level of education and competences; lack of skills to look and apply for a job and to communicate with employers.	Bring vocational training, professional orientation and employment counselling inside the deprived neighbourhoods; reducing unemployment among young Roma only possible if undertaken as an inseparable part of a comprehensive integrated strategy for overcoming the multiple inequalities; employers have to be stimulated to employ qualified young Roma.
Learning by working (Brno) Fieldwork case study	Provision of training, improving professional competencies, labour market orientation, involvement of employers, matching, placing clients in subsidised jobs	Existing active labour market policy works with the same instruments - training, raising professional competencies, matching, subsidised workplaces. Poor capacity for case-work and for tailored programmes and services. Creaming-off effects documented. Some ESF projects provide better quality and targeting.	Poor access of excluded youth to standard instruments of ALMP - conditional offers, selectively provided information about opportunities	Raise the share of disadvantaged youth in the ALMP programmes and ESF projects, prepare ESF projects specifically supporting this target group; provide individualised treatment; address multiple barriers including labour demand side.

2. Top-down practices, highly formalised, incorporating bottom-up elements

Practice	Mechanisms of change	Policy context	Policy failures and gaps	Recommendations
Youth Employment Agency (Hamburg) Fieldwork case study	Bundle services more effectively and efficiently. Create a one-stop-shop including approaching services.	Reorganisation of already existing services for ALMP. Erase double-structures, insufficient capacity for in-depth socio-educational counselling.	Many young people enter the transition system and have prolonged and unsustainable transition to adulthood/labour market	Low-threshold and in-depth socio-educational counselling missing in new services: but trustful and personal contact to counsellor and social worker is crucial for young people

POLICY AREA: ENTREPRENEURSHIP

1. Bottom-up practices, originally rather informal, spontaneous, and later formalized

Practice	Mechanisms of change	Policy context	Policy failures and gaps	Recommendations
The Loft (Birmingham) Fieldwork case study	Providing physical, affordable, quality and immediate space in the city centre for young creatives / artists. Giving visibility and exposure for young people's work. Through establishing networks, this gave young people the opportunity to develop skills in exhibiting, curation and pitching for a commission. The Loft opened space for the young creatives to develop their own work	Exclusionary tendencies of increasingly restrictive welfare regimes; Increasing conditions imposed on young people seeking support to access the labour market/training. This does not consider alternative and non-traditional pathways.	Lack of financial and emotional support off local community, city and economy. Lack of support from the local / city council - support in setting up their own practice to maintain individuality and their dreams in the arts and creative industries. The Loft identified wider and national issues relating to differences between the educational and career pathways of young creatives, versus young people schooled in more traditional vocations and degree pathways (maths, English, sciences, law, etc.). The lack of support (from official services, etc.) for	To focus on case studies like The Loft to see how innovations from the pop-up addresses and supports alternative employment pathways and approaches (e.g. arts-based experiences) to assist young people in personal development, acquiring of social competences and skills, and increasing employability.

	with support sessions and weekly meetings where young people could show their current work / project and receive feedback from their peers.		alternative employment pathways meant that there was a lack of alternative approaches (e.g. arts-based experiences) to assist young people in personal development and the acquisition of social competences and skills.	
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2. Mixed practices: implementation top-down but boosting bottom-up practices

Practice	Mechanisms of change	Policy context	Policy failures and gaps	Recommendations
The Loft PILOT (Athens - Elefsina from Birmingham)	Provision of a space for young participants to meet; engaging young people in a meaningful and creative activity that can provide a productive 'way out', particularly to unemployed young people; training to enhance entrepreneurship; creation of communication channels through the implementation of consultation sessions in the effort to bridge the gap between young people and local government.	Bottom up approach transferred from Birmingham, with the collaboration of the local government that provided space to host the meetings and supported the pilot activity. Although the municipality has a robust framework of social services and a cultural centre addressing to all citizens in the area, there were no such activities addressing to young people.	Gap in the communication between young people and local government, lack of a local policy targeting and motivating young people by enabling novel approaches. Not enough opportunities for young people to pursue 'alternative' pathways to social integration (?)	Design and implementation of 'out of the box' initiatives at local level, targeting young people; adoption of a multifaceted approach to tackle existing problems. Encourage bottom up efforts towards the initiation of effective youth policies and social cohesion at local level where results and outcomes are more visible and promising.

3. Top-down practices, more formalised, in some cases inspired by bottom-up practices/models

Practice	Mechanisms of change	Policy context	Policy failures and gaps	Recommendations
TOPEKO (Athens - Elefsina) Fieldwork case study	Provision of training and counselling; improving professional competencies; consulting aimed at employability and employment of beneficiaries; enhancing entrepreneurship; networking between beneficiaries, employers and public actors.	TOPEKO programs 'Local actions for vulnerable groups' is a state initiative that aims to address local needs focusing on social integration of vulnerable groups of people. It aims to mobilize local authorities in order to ensure the creation of jobs and professional training for vulnerable groups of people	Poor access of vulnerable groups of people in the labour market.	1. Better coordination at central/state level so that different actions and programs to be interrelated within the appropriate timeframe 2. Ongoing external evaluation (by an external evaluator) throughout the course of the project in order to suggest improvements at central level during implementation stage and prior to the end of the program.

4. Top-down practices, highly formalised, incorporating bottom-up elements

Practice	Mechanisms of change	Policy context	Policy failures and gaps	Recommendations
Buzinezzclub (Rotterdam) Fieldwork case study	Personal coaching & group counselling focused on developing personal development and business plans Establishing networks within business communities; Long term coaching from volunteers	Many well developed provisions and a intensive NEET-policy (outreaching) prior to economic crisis. From 2011 on heavy budget cuts on activation policies (-60% by 2015). Restructuring of provisions into a "landscape of provisions" with four main streams: back to school, preparation for return to school, into employment, care. Contradiction between the emphasis on own motivation and the direction of young people, and	Financial agreement puts an incentive on municipality to send young people with 'heavier' problems than the Buzinezzclub is set up for.	Use intervention for intended target group (better targeting), develop longitudinal client monitoring (city-wide/youth counter). Entrepreneurship is not an obtainable goal for most participants. Rather: 'entrepreneur of their own life' to be priority.

		top-down guiding them into pre-set routes.		
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POLICY AREA: EDUCATION and DEVELOPMENT

1. Bottom-up practices, originally rather informal, spontaneous, later formalized

Practice	Mechanisms of change	Policy context	Policy failures and gaps	Recommendations
Educational Demos (Barcelona) Fieldwork case study	Training on new technologies, literacy and expressivity skills, civil participation and engagement in socio-political issues, empowering young people	On the one hand, investment in basic youth policies (to the detriment of affirmative youth policies focused on peripheral aspects), prioritising youth emancipation and active participation. On the other hand, educational policies are also too focused on formal education.	On the one hand, basic youth policies are still deficient in tackling key needs related to the labour market, education or housing. In the field of education, non-institutional actors like NGOs are trying to fill in this gap. On the other hand, formal education does not acknowledge enough the role of non-formal education and it does not address the specific needs and problems of young people at risk of social exclusion, often related to family issues, or prepare them to continue education or access to labour market. Youth organisations try to fill in this gap through non-formal education programmes, but lack resources for a wider coverage.	More support to youth organisations providing non-formal education to youngsters at risk of social exclusion in order to increase their capabilities, self-confidence and engagement in society through activities where their experiences and skills become highly valued.

2. Mixed practices: implementation top-down but boosting bottom-up practices

Practice	Mechanisms of change	Policy context	Policy failures and gaps	Recommendations
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<p>Amaro Records</p> <p>PILOT</p> <p>(Educational Demos from Barcelona to Brno)</p>	<p>Providing opportunities to development and communing, self-expression. Learning and training in music making. Offers an alternative way to get ahead to those who are struggling to find employment with no success and might perceive music making as a valuable alternative to spend time and to possibly earn money.</p> <p>Making creative achievement transparent to the wider public.</p>	<p>There are large gaps in municipality services for young people: this concerns even very basic services like housing, education (formal, informal) employment services.</p> <p>Low opportunities for personal development. Specific services addressing their interests, communing and leisure/cultural activities are provided effectively by pro-Roma NGOs, however inefficient in accessibility and variety.</p> <p>These opportunities are very much needed considering lower efficacy of family support.</p>	<p>Young Roma do not have any other suitable place where they can record music, recording equipment is too expensive to buy. Lack of opportunities for personal development. Neglect to interests of young Roma and lack of trust between public administration and young Roma.</p> <p>Lack of resources for similar 'small projects', beyond the standardised educational pathways.</p>	<p>More support to NGOs in order they could develop similar 'small scale' initiatives which may increase personal development of young Roma, increase both their capabilities and self-confidence and engagement in society through activities where their experiences and skills become highly valued.</p>
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3. Top-down practices, more formalised, in some cases inspired by bottom-up practices/models

Practice	Mechanisms of change	Policy context	Policy failures and gaps	Recommendations
<p>Free remedial tutoring (Krakow)</p> <p>Fieldwork case study</p>	<p>Provision of tutoring for young people with learning deficits</p> <p>- an education programme as well as a values change programme</p>	<p>Some similar programmes systematically introduced in elementary and lower-secondary schools (integration classes), underutilization of pupils competences and willingness to offer tutoring by most public schools</p>	<p>Educational 'rat race' leaves behind those who are not able to pay for educational tutoring; systematic offer for excluded youth perceived as of low quality and stigmatizing; segregation of pupils by system of public education, leading to exacerbation of inequalities and of problems of pupils with learning deficits; low capabilities and incentives for</p>	<p>Empowering local communities by introducing more open governance mechanisms; minimizing restrictions of providing public education by NGOs and parents' associations; approaching systematically the problem of balancing district lower secondary schools and schools admitting on a merit basis; stronger benefits for public schools which conduct integration classes.</p>

			public schools to develop integration class	
Social and Health Centre (Sofia) Fieldwork case study	Breaking the vicious circle of poverty and social isolation through educational support, life skills learning, professional orientation and employment support, family planning, health education, promotion of gender equality.	Socially and economically deprived neighbourhood with practically no social infrastructure. State institutions inefficient and/or disinterested to implement effective policies. NGOs trying to fill the gap, but there is a problem of sustainability and financing.	Poor access of excluded Roma youth to standard instruments of welfare state, distrust towards official institutions, very limited access to information and opportunities.	Bridging symbolic and spatial divides, creating trust and encouraging participation of excluded youth by establishing community centres that provide integrated and culturally tailored services inside the Roma neighbourhoods; Inclusion and active participation of well-trained and motivated young people from the community.

4. Top-down practices, highly formalised, incorporating bottom-up elements

Practice	Mechanisms of change	Policy context	Policy failures and gaps	Recommendations
Challenge Sports (Rotterdam) Fieldwork case study	Sports for fostering a healthy life style, group training (behaviour, presentation & communication skills, intakes for schools, job application, resume-writing, etc.), individual support (plans, debts).	Many well developed provisions and an intensive NEET-policy (outreaching) prior to economic crisis. From 2011 on heavy budget cuts on activation policies (-60% by 2015). Restructuring of provisions into a "landscape of provisions" with four main streams: back to school, preparation for return to school, into employment, care.	Very diverse participants (broad target group), referral of young people by youth counter seems not very targeted, no longitudinal following of participants; limited opportunities for tailoring services. Contradiction between emphases on own motivation and direction of young people, and top-down guiding them into pre-set routes.	Specify a more specific target group or more possibilities for individual support, longitudinal client monitoring.

<p>The New Opportunity (Rotterdam) PILOT (own original project)</p>	<p>Intensive (4-6 months) programme in day centre containing:</p> <ul style="list-style-type: none"> • intake/introduction phase: motivation & stabilisation (1 month) • transformation & socialisation phase (1-4 months) • outflow/placement phase: finding and keeping a job or a place at school (1-3 months) • after care <p>Multi-modular day programme:</p> <ul style="list-style-type: none"> • cooking (breakfast and lunch), sports, culture. • education & behavioural training • working on Personal Development Plan with personal coaching • individual assistance from social worker • job training. 	<p>Many well developed provisions and a intensive NEET-policy (outreaching) prior to economic crisis. From 2011 on heavy budget cuts on activation policies (-60% by 2015). Restructuring of provisions into a "landscape of provisions" with four main streams: back to school, preparation for return to school, into employment, care.</p> <p>Contradiction between emphases on own motivation and direction of young people, and top-down guiding them into pre-set routes.</p>	<p>Difficult to get participants into employment, difficult to show cost-effectiveness as returns are mostly outside benefits and employment (safety, crime reduction and less use of care services)</p>	<p>Investigate/show cost-effectiveness, develop employer-approach specific for this target group (individual job-hunting starting with young person, not with collecting vacancies).</p>
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POLICY AREA: RECOGNITION, EMPOWERMENT, TRUST, ENGAGEMENT, NEIGHBOURHOOD DEVELOPMENT

1. Bottom-up practices, originally rather informal, spontaneous, later formalized

Practice	Mechanisms of change	Policy context	Policy failures and gaps	Recommendations
Beatfrecks (Birmingham) Fieldwork case study	Based on a co-creation approach where young people are encouraged to develop skills, networks and personal competences within a supportive community of like-minded peers	Exclusionary tendencies of increasingly restrictive welfare regimes; labour market policies increasing conditionality of support to young unemployed; cutbacks in support services for young people;	Tendency of employment programmes/services to focus on the least disadvantaged; lack of signposting re: opportunities; distancing between disadvantaged yp and institutions; The lack of support (from official programmes, services, etc.) for alternative employment pathways means a lack of alternative routes to assist young people in personal development and gaining access to training or self-employment.	Simplify compliance and reporting requirements for EU funding instruments such as ESF and EASI in order to make it easier for small-scale organisations working at the 'grass-roots' with the hard to reach to access financial support. Simplify the compliance and reporting requirements for charitable associations working with young people furthest from the labour market. Facilitate increased transnational learning and transfer of knowledge through Erasmus+ by simplifying the application procedures for micro-organisations.
Teatre Pa Tothom (Barcelona) Fieldwork case study	Allowing young people to express their needs and concerns, nourishment of critical thinking, encouragement of active political participation and citizenship, learning of their own and others' cultures.	On the one hand, investment in basic youth policies (to the detriment of affirmative youth policies focused on peripheric aspects), prioritising youth emancipation and active participation. On the other hand, educational policies are also too focused on formal education.	On the one hand, basic youth policies are still deficient in tackling key needs related to the labour market, education or housing. In the field of education, non-institutional actors like NGOs are trying to fill in this gap. On the other hand, formal education does not acknowledge enough the role of non-formal education and it does not address the specific needs and problems of young people at risk of social exclusion, often related to family issues, or prepare them to continue education or access to labour market. Youth organisations try to fill in this gap through non-formal	More support to youth organisations providing non-formal education to youngsters at risk of social exclusion in order to increase their capabilities, self-confidence and engagement in society through activities where their experiences and skills become highly valued.

			education programmes, but lack resources for a wider coverage.	
Cricket Club (Venice) Fieldwork case study	To create a self-managed Cricket team linked to all the other (formal and informal) social realities in the neighbourhoods.	Strong cut of the resources for the local welfare and commissioning of the City Council. At the same time, long tradition of citizens' committees and associations and bottom-up activism due to the strong sense of community and the tradition of strong engagement of the citizens towards the common good of Mestre and Marghera	Distrust of the local population towards immigrants and young people of immigrant origin. Distrust of the migrant population towards the native population initiatives. Self-segregations propensity of a part of the Bangladeshi community associations. Distrust of youth in institutions and strong bureaucratization of the institutions with respect to activities for young people.	Prepare ESF and/or local projects specifically supporting this practice/project from the material and economic point of view.

2. Mixed practices: implementation top-down but boosting bottom-up practices

Practice	Mechanisms of change	Policy context	Policy failures and gaps	Recommendations
Beatfrecks PILOT (Venice from Birmingham)	To create a virtual and actual space where young people could express themselves, their skills and abilities; organizing (together with young people) an event where they can perform their skills, such as art, music, sport, theatre, photo.	Strong cut of the resources for the local welfare and commissioning of the City Council. At the same time, long tradition of citizens' committees and associations and bottom-up activism due to the strong sense of community and the tradition of strong engagement of the citizens towards the common good of Mestre and Marghera.	Distance between young people and local government/municipality. Distrust of youth in institutions and strong bureaucratization of the institutions with respect to activities for young people. Scarce information about opportunities for young people.	Generally, simplify the bureaucratic processes that provide access to public resources for young people

<p>Hidden Wings PILOT (Beatfrecks - Krakow from Birmingham)</p>	<p>Provision of training, counselling, mentoring, building/improving competences, building intra and intergenerational networks</p>	<p>Public policies geared towards training competences are given stronger emphasis nowadays. Cooperation with NGOs in reaching public goals encouraged.</p>	<p>Still not enough exploitation of the possibility of cooperation between public authorities and NGOs vis a vis contracting services to the private sector. Failure of locally provided public services to respond to the changing needs and problems of the population. Provision of training/services conditioned on "good behaviour". Temporariness of functioning of both public- and NGO-led initiatives (financing and organization distributed on annual basis); low awareness and responsiveness of public authorities to local, sub-urban problems (also due to weak district authorities)</p>	<p>Introducing more community-based model of transferring cultural patterns may prove to be an interesting and effective idea; provision of more individualized treatment; cutting red tape in the legal provisions governing local grant competitions for NGOs; long/mid-term contracting of services to private sector; empowerment of district authorities</p>
<p>Multisectoral cooperation (Malmo) PILOT (own original project)</p>	<p>Involving actors from different societal sectors, also including young people from different parts of the city, in joint discussions about problems and solutions connected to social exclusion.</p> <p>By doing this, young people are given influence where it means something, positive potentials of young people are built on and different competences that</p>	<p>Young people in Malmö are facing multiple challenges. During the last decades, a number of policy measures connected to labour market, education and area development has been launched.</p>	<p>That the project is driven by an NGO (Save the children), has been a virtue in the development of the project. At the other hand, the structures that the project aims to change are in the hands of the municipal authorities.</p> <p>Few or none of numerous measures have incorporated young people in the discussion about causes and solutions to social exclusion.</p> <p>There might be a challenge that an NGO constitutes the content of</p>	<p>Increased use of knowledge alliances, also including young people, when forming policy and projects aiming to combat social exclusion.</p>

	young people have are taken care of.		a project that is to be implemented by municipal actors.	
Brightful (Malmo) Fieldwork case study	Provision of coaching and organising workshops with different actors, like schools, trade and industry, NGOs. Discussions about equal opportunities, self-esteem, jobs and education.	There are organisations with similar aims - often inside a closed community based on religion or ethnicity. Brightful is open for all students in the school regardless.	Vulnerable as it is very person dependent. Small scaled (2 schools/areas) hard to monitor results and effects.	Support this kind of activities (like Brightful) with money, free travel inside the city, snacks at meetings and let the project continue its good work.

3. Top-down practices, more formalised, in some cases inspired by bottom-up practices/models

Practice	Mechanisms of change	Policy context	Policy failures and gaps	Recommendations
Tours for refugees (Hamburg) PILOT (original own project)	Interviewing target group and asses their needs and interests. Involve organisations and build network for access to activities. Touring with young refugees across city, bridging gaps.	Provision of access to the city and organisations. Insufficient capacity of networks/organisations that offer access.	Many actors are willing to cooperate for network but sustainable framework and structural support are missing. Insufficient capacity of networks/organisations that offer access.	Helpful if policy makers and large organisations would create frameworks which enable small initiatives (and target group) easy access and sustainable conditions for support.