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EC-ILO Action on youth employment policy – Component one: Youth Guarantee

MONITORING PERFORMANCE OF THE YOUTH GUARANTEE IN SPAIN

FINAL REPORT

**KNOWLEDGE SHARING WORKSHOP
FOR AUTONOMOUS COMMUNITIES
MADRID, 10 – 11 MAY 2016**

Knowledge sharing workshop for Autonomous Communities

Final report

Madrid 10-11 May 2016

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1 INTRODUCTION

The Youth Guarantee (YG) in Spain – implemented since July 2014 – targets young people aged up to 29 who are neither in employment nor in education or training (NEETs). The strategy underpinning the implementation of the YG revolves around a number of key reforms in the areas of early intervention, activation and labour market integration measures. More specifically, it envisages the:

- i) development of a dual VET system and the rollout of a two-year VET programme;
- ii) introduction of entrepreneurship education in schools to help young people make informed choices about work;
- iii) modernization of the Public Employment Service to respond to young people needs and ease the job matching process; and
- iv) design of outreach activities to support disengaged and inactive youth to access available services and programmes.

The implementation of the YG is coordinated by the Ministry of Employment and Social Security (MoESS), while the delivery of interventions is entrusted to a network of implementing partners, including the Ministry of Education, Autonomous Communities and the Public Employment Service. The EC-ILO Action “*Enhancing capabilities of practitioners to design, implement and monitor youth employment policies*” supports the YG coordination team in establishing a sound monitoring and evaluation framework; adjusting the design and delivery of interventions to the needs of young NEETs; and sharing knowledge and good practice for policy and programme design.

2

WORKSHOP OBJECTIVES

As part of the EC-ILO Action, the ILO and the Ministry of Employment and Social Security organized on 10 and 11 May 2016 a capability enhancement workshop aimed to:

- i) Share knowledge and good practice among Autonomous Communities on what works in the implementation of the Youth Guarantee;
- ii) Build consensus on the need of fostering horizontal integration among the different pillars of the YG (early intervention, activation and outreach and labour market integration measures) through collaboration among the implementing partners; and
- iii) Discuss modalities for collaboration and exchange of knowledge among the Autonomous Communities with a view to maximizing results on the Youth Guarantee scheme of Spain.

The programme was structured around a combination of plenary and parallel workshop sessions.

- ✓ *Plenary sessions:* These workshop sessions focused on: (i) the interaction of the three pillars of the YG as key for delivering results at national level; and (ii) drawing conclusion on the importance of partnerships across the State's General Administration to enhance implementation;
- ✓ *Parallel workshops:* The three parallel workshops had the following objectives: (i) to examine effective practices in the implementation of the YG at Autonomous Community level; (ii) to discuss the importance of coordination and collaboration for delivering results; and (iii) to identify the key features of a system for sharing knowledge and experience on the implementation of the YG (see Annex 1 for the Programme of the workshop).

3

PARTICIPANTS' PROFILE

The workshop was designed for the Autonomous Communities of Spain, staff of the Ministries involved in the implementation of the YG and representatives of implementing partners. Each Autonomous Community was represented by a team of experts with experience on early intervention, activation and outreach, and labour market integration measures. A total of 29 participants attended the workshop (see Annex 3 for the list of participants).

The expectations of participants about the workshop revolved around:

- i) Sharing knowledge and experience on the implementation of the YG across Autonomous Communities;
- ii) Learning about innovative practices and programmes that worked, especially in the areas of activation, outreach and labour market integration;
- iii) Sharing issues relating to the implementation of the YG and discussing solutions;
- iv) Exchanging experience on how the YG workflow was organized (know-how).

4

METHODOLOGY

The workshop used a participatory approach that allowed for the exchange of information, knowledge and experience among participants and between participants and facilitators. It was delivered through a combination of presentations, discussions and group activities with a view to creating a conducive learning environment.

Prior to the workshop, the Autonomous Communities were asked to identify, in collaboration with implementing partners, good practice in the areas of the YG (early intervention, activation and outreach, and labour market integration measures). Based on the template prepared by the ILO with the MoESS, a number of Autonomous Communities prepared a descriptor of the proposed good practices.

5

STRUCTURE AND CONTENT

The knowledge-sharing workshops focused on three main areas:

- (i) The Youth Guarantee (YG) in European countries and Spain;
- (ii) Good practice in implementing the Youth Guarantee in the Autonomous Communities; and
- (iii) Modalities for sharing knowledge.

5.1. The Youth Guarantee in EU countries and Spain

The introductory part of the workshop focused on the key features of the Youth Guarantee in European countries and in Spain. With the introduction of the YG (Council's Recommendation of April 2013), the EU countries committed to ensuring that young people are in a job, further education or activation measures within four months from becoming unemployed or from leaving school. The Recommendation specifies guidelines for establishing youth guarantees. These include: (i) early intervention and activation; (ii) supportive measures for labour market integration; (iii) partnership-based approaches; and (iv) assessment and continuous improvement of the schemes.

In the area of early intervention, most EU countries introduced approaches to detect the risk of early school leaving (such as early warning mechanisms, longitudinal studies and tracking systems) combined with support measures for students at risks of dropout (mentoring, cash transfers, additional classes). Activation approaches mostly rely on the strengthening of job search assistance, counselling and guidance services and individual action planning, while for labour market integration measures several countries scaled-up and adjusted the measures targeting young people, which were implemented during the economic crisis.

Most countries included as key partners at national level the Ministries responsible for employment, education, youth, the Public Employment Service (PES), the social partners and national youth councils and organizations. At local level key partners include regional and municipal authorities, service providers, private sector entities and youth organizations. Many countries are increasingly establishing two-tier cooperation arrangements (national and local levels). The partnership established at national level provides guidance on the implementation monitoring of the YG, while partnerships at the local/municipal level ensure integrated service delivery.

Most of the efforts undertaken to date by the Government of Spain in the context of the YG have focused on establishing a single system for registration and monitoring of the YG and on the development of labour market integration measures. However, as part of the overall architecture of the Spanish YG, there are a number of key areas that contribute to the definition of integrated policies to promote decent work for youth. A number of these areas relate to key reforms and early interventions and activation (e.g. career guidance and validation of prior learning). Direct measures of labour market integration that provide second chance opportunities and dual vocational training programmes are also part of the YG and are implemented by the Ministry of Education. The workshop gave the opportunity to validate the integrated framework that was developed to explain the policy interactions within the Spanish YG (see Figure 1 below). Some of the participants were asked to review the framework as it applied to their Autonomous Communities and to provide feedback and proposals for adjustments. These were presented and discussed in the plenary.

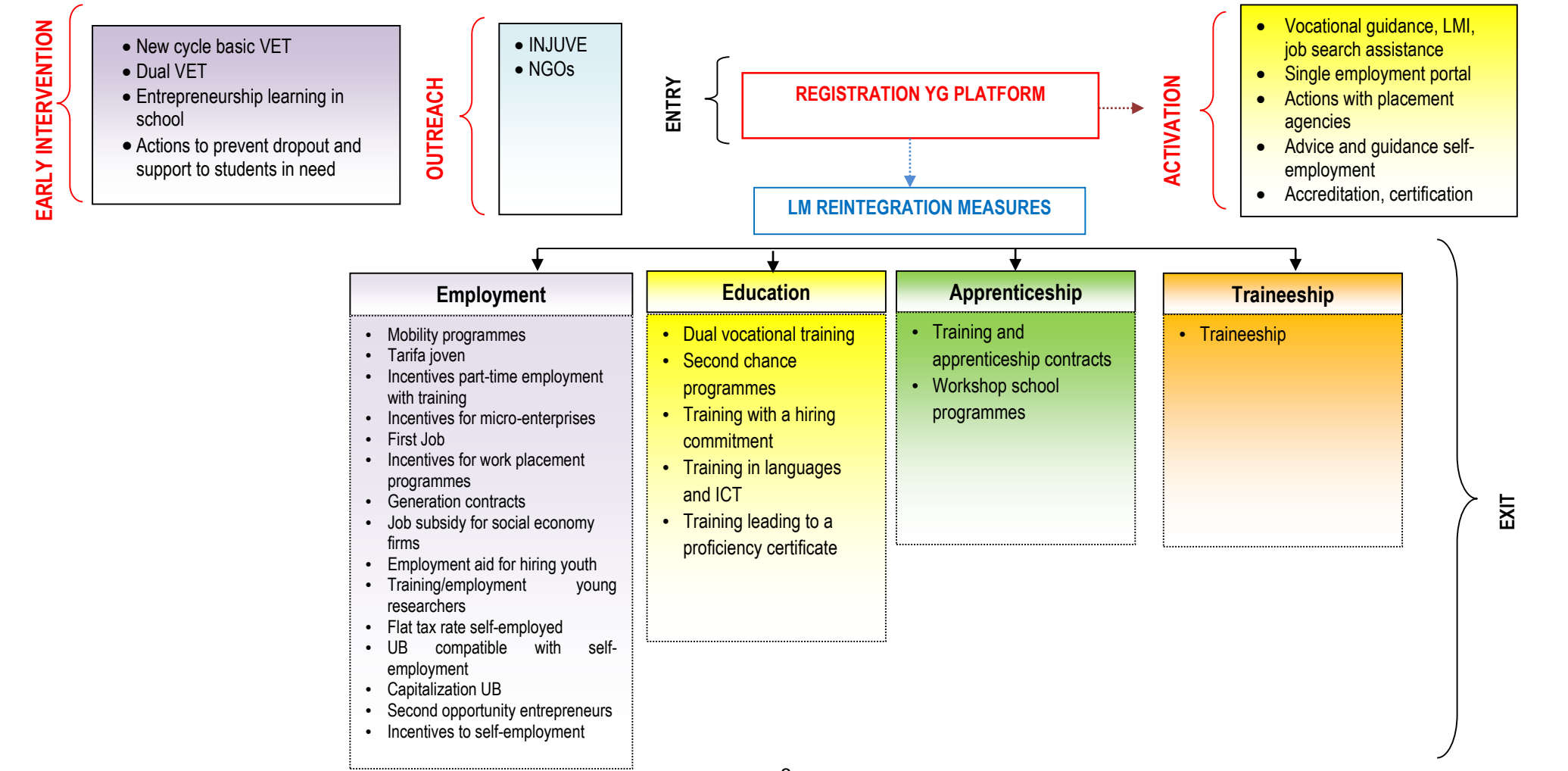
The participants commented that the introduction of entrepreneurship education was part of the broader reform for the improvement of the quality of education and that it could not be considered as part of early intervention. The establishment of a single employment portal was an instrument of employment policy, rather than a reform. In addition, the profiling of individual needs should have been included as part of the activation pillar. It was agreed that the framework would have been revised on the basis of the useful feedback provided by the representatives of the Autonomous Communities.

This part of the workshop also offered the opportunity to discuss in plenary session some issues arising from the implementation of the YG, namely: i) the need to increase the number of young people registered in the YG system, as it lags behind the size of the overall target group; ii) the scaling-up of outreach approaches; iii) the lack of human resources within the State's General Administration to work full time on the YG; and iv) the requirement to reach consensus on what constitutes a quality offer of employment, education, traineeship and apprenticeship. These issues were also discussed during the parallel workshops and are summarized in paragraph 5.2 of this report.

FIGURE 1: YOUTH GUARANTEE SPAIN

KEY REFORMS

- Introduction of entrepreneurship education
- Two-year vocational education cycle
- Dual VET
- Reform of the university education
- Modernization PES
- Single employment portal



5.2. Good practice in implementing the YG in Autonomous Communities

The core part of the workshop focused on knowledge-sharing and good practices stemming from the implementation of the YG in Autonomous Communities (AACCs). Prior to attending the workshop, the participants were asked to identify good practice in the areas of the YG and compile a descriptor for each of these practices. As it was not possible to organize the parallel workshops on the basis of the three YG pillars (early intervention, activation and outreach, and labour market integration measures), it was decided to divide participants into three smaller groups, each tasked to:

- i) Review the proposed practices on the basis of on criteria of relevance, effectiveness, efficiency, replicability and sustainability;
- ii) Identify problems in YG implementation and propose solutions;
- iii) Discuss the main elements of a system for sharing knowledge;
- iv) Exchange views on territorial partnership and cooperation modalities between the AACCs and the General State Administration; and
- v) Examine common areas and services for YG implementation.

A total of eleven practices were discussed in the parallel workshops and then presented to the plenary.

The practices presented by the Autonomous Communities were grouped into two broad categories: (i) practices relating to the overall management of the YG by the AACCs (registration in the YG, partnership approaches and dissemination of information) and (ii) measures to help young beneficiaries gain a foothold in the labour market or return to education.

The practices of Cataluña (*“Impulsores”*) and of Extremadura (*Assisted Registration*) provided two different examples of how AACCs can ease the registration of eligible youth in the YG system. In Extremadura, the Public Employment Service used its existing network of implementing partners to disseminate information and assist young people to comply with the YG registration procedures. This assisted registration process tripled in just nine months the number of young people registered in the YG (from 3,430 to 10,400 or 34 per cent of the estimated number of young NEETs), at virtually no cost as it built on the resource network already available.

In Cataluña, a network of young outreach workers (*“Impulsores”*) – coordinated by the staff of the Employment Service – was tasked to inform young people about the YG, help them register, refer them to most appropriate services available at local level and provide advice to employers in the recruitment of young workers. The knowledge of the resources that were available at local level was a key

requirement for these outreach workers. To date, outreach workers provided assistance to approximately 49,300 young NEETs (25 per cent of the total NEET population in Cataluña). Of these 35,430 youth registered in the YG and 25,890 of them received an offer.

The importance of a well-designed information and communication plan was showed by the practice of Andalucía (*Youth Guarantee Communication Plan*). This plan targeted three very diverse audience: (i) implementing partners (coordination, procedures and evaluation findings); (ii) young people eligible to the YG; and (iii) the public at large. The use of social media to disseminate information and the availability of online tools to help young people with the registration process contributed to the success of this communication strategy (at a cost of approximately 25,000 Euro). To date, the number of youth registered in the YG reached 107,570 young people, or 40 per cent of all youth registered in the Spanish YG, with a clear and observable link between the implementation of the communication plan and the progression in the number of youth that registered.

In Murcia, coordination at local level was ensured through bi-monthly meetings of Municipal Coordination Tables (established in all municipalities). This coordination mechanism is chaired by the local administration and includes all actors involved in the YG implementation. This practice was viewed as useful to ensure integrated service delivery at local level.

Most of the practices discussed during the parallel workshops revolved around the implementation of labour market integration measures targeting specific groups of the youth population.

In Cataluña, the programme of the YG “*Nuevas oportunidades para jóvenes*” provided inactive and discouraged young beneficiaries (the majority being aged between 16 and 19) with the opportunity to explore jobs in different economic sectors. This integrated programme was developed by putting the specific needs of each young person at the centre of the design and support process. This meant that the offer was completely flexible and designed after an in-depth analysis of the needs of the young individual. The programme was based on the following four main pillars: orientation, exploration, training and work experience. After the initial exploration period, an activation plan was developed with the view to taking into account the complexity/disadvantages of the young participant but also the flexible approach that is a distinct feature of the programme. At the end of the programme young beneficiaries can: 1) be recruited by the enterprise of choice; 2) receive job search assistance to find a job in another enterprise of the sector; or 3) attend additional training for the selected occupation/economic sector. The programme was also innovative in terms of partnerships building as it involved different actors, such as the employment service, education and training institutions, social services and the private sector. It also engaged well-known enterprises (e.g. *Disegual*, *FNAC*) through their corporate social responsibility policy. The cost per participant of this 24-month

individualized and flexible programme was estimated between 9,000 and 12,000 Euro per participant.

The programme “*Joven ocupate*” of Asturias targeted similar groups of that of Cataluña (inactive young people far from the labour market who had not completed secondary education) and followed an individualized approach. It was developed by using the learning from programmes implemented prior to the introduction of the YG. This inactivity-to-work programme aimed to motivate young people through an activation approach based on training and employment that provided vocational training (Level 1), life skills (Level 2), work experience and mentoring. The programme last six months (to reduce the risk of dropout), with the time spent carrying out the tasks of the jobs with a mentor increasing to 50 per cent after three month and 75 per cent towards the end of the programme. The intervention was based on the progression of the system of incentives (the compensation levels increased with the time and the gains of productivity stemming from participation in training). The training contract was based on intensive provision of training with assistance in finding a job after the training period. The average cost per participant was calculated at around 6,000 Euro. The payment of providers was affected by a premium calculated on the basis of the number of placements.

The specific challenges facing youth living in small municipalities or remote areas – where labour demand is scant – were addressed by Cataluña through “*proyectos singulares*”. These projects, funded by the PES, provided young people with employment or self-employment opportunities in areas not covered by public policy. For example, the “*Escuela de pastores*” provided young YG beneficiaries with the skills for a sector that was expanding rapidly and for which there was no accredited pathway.

In the Valencia Community, the tourism sector was expanding rapidly with high placement rates. The network of tourism centres of Valencia provided training opportunities (leading to a recognized qualification) for young people interested in pursuing a career in this sector. The training courses were mainly practical and included a period of work experience in partner enterprises.

In Aragon, the Youth Institute provided life skills training to students of basic vocational education programmes with a view to enhance their motivation to complete their education or enter in the labour market. The programme was structured around seven workshops focused on self-discovery, communication, time management, problem-solving and job search skills. The workshops were accompanied by individual life-coaching sessions aimed at helping young students in different personal areas (family, friends, work or school).

The Canary Islands launched a second chance programme to enhance youth employability. This nine-month programme combined work-training contracts (*trabajo y formación*) and certified learning in key competencies. It targeted young people with several disadvantages and with a high degree of inactivity. It was managed through a partnership among the Canary Islands Employment Service, the Canary

Islands Institute (which provides certification in key competencies) and education institutions (*Escuelas Taller y Casas Oficio*).

The Autonomous Community of Castilla La Mancha implemented a programme that combined outreach activities with employment-oriented activities through the collaboration of the labour offices, municipalities and chambers of commerce. This programme was designed on the basis of the analysis conducted by the labour offices. The young people without qualifications were invited in these offices to take part in motivation sessions and discuss the advantages of participating in the YG. This was followed by the provision of an “activation code” and the agreement for an appointment date at the chamber of commerce for going through the inscription in the YG. After this process, young people were included in the dual programme “*formate, cualificate e empleate*” of the chambers of commerce and offered - for those who acquire a qualification – a bridging contract. The cost per participant of the programme was estimated at an average 5,140 Euro.

The discussions that followed the presentation of practices in the three parallel workshops focussed on the following elements. First, participants were interested in the outcomes for young people and the cost-effectiveness of the measures that were presented. While for most practices the average costs were known, outcome results were not yet available. This was probably due to the fact that many programmes were still going through the first delivery phase.

Second, participants highlighted that the focus of the initial period was on the increase the overall number of young people registering in the YG. It was now important to pay attention to the quality of offers, the range of measures available and the capacity of implementing partners to provide individualized assistance to increasing numbers of beneficiaries in the four months period as indicated in the Recommendation’s guidelines.

Third, there was a need to start working on monitoring indicators (especially those to measure the progression of youth through different labour market statuses) and impact evaluation exercises.

Finally, participants discussed partnership approaches and highlighted the following issues: (i) the organizations to be involved as core partners (employment, education, social services, youth, social partners and third sector organizations); (ii) how to manage partnerships in order to maximize results for young people; and (iii) how to involve employer organizations and worker representatives more effectively in the implementation of the YG.

One part of the parallel workshops was dedicated to a focussed discussion on issues relating to the implementation of the YG and proposed solutions; partnership and cooperation modalities between the AACCs and the State’s General Administration; common areas and services for YG implementation and knowledge-sharing system (detailed in paragraph 5.3).

The most pressing issues identified by the participants revolved around the complexity of the YG registration system, the strictness of the eligibility criteria and the shortcomings of the information management system. The issue of the registration process – also discussed in plenary session – was being addressed at the level of the State’s General Administration by reducing the extent of information required at registration (from nine to three “screen-views”). The change of the eligibility criteria (and especially the criterion of not having worked for 30 days prior to the request of registration) required amending the legislation (Law No 18/2014). Work was also on-going to improve the information management system (especially data synchronization and the availability of information about individuals’ pathways).

Another issue identified by participants centred on the difficulty to provide youth with a “quality” offer of employment, education, apprenticeship or traineeship within four months, especially in areas where labour demand was slack. The solution proposed was to lengthen the preparatory phase period beyond the four-month rule and start the direct monitoring at the twelve-month benchmark.

Participants also discussed the development of a “catalogue of measures” and the ex-ante coordination of interventions launched at national and Autonomous Community levels. It was pointed out that what was most needed was an operations manual for the management of the YG organized by thematic area.

Another issue identified by the three groups revolved around the lack of human resources within the State’s General Administration to ensure coordination and collaboration; provide guidance to the partners involved in the implementation of the YG; ensure strategic planning and visibility of the work done under the YG; and promote the sharing of knowledge, experience and results attained.

The group discussion on partnerships and cooperation modalities between Autonomous Community and the State’s General Administration highlighted the following points:

1. Partnerships were of the essence in implementation of the YG at AACC level. They needed to be managed and sustained over time. Also, partnership had to comprise organizations with mandate on employment, education, youth and social services, as well as representatives of employers and workers’ organizations. The involvement of other partners would have depended on local circumstances and the prevailing characteristics of young NEETs.
2. The State’s General Administration had to implement a coordination strategy to provide guidance and support to AACCs, while the latter should ensure integrated service delivery. If human resources remained a constraint for the State’s General Administration, a minimum of support would have sufficed for the time being (such as a FAQ by thematic area and telephone/e-mail assistance).

With respect to the common services and areas of work, the following proposals were put forward by the working group number 1:

- The establishment of a roster of experts organized by areas of expertise and accessible to the Autonomous Communities;
- The systematization of tools and other resources in a repository (e.g. a closed facebook page) for Autonomous Communities;
- Training on monitoring and evaluation of the YG measures;
- Guidelines on indicators and performance monitoring;
- A mutual learning programme that involved all Autonomous Communities with a related forum (see section 5.3 below).

5.3. Knowledge-sharing mechanisms

The final session of the parallel workshops offered participants the opportunity to exchange views on the features of a knowledge-sharing system on the implementation of the YG. The groups – albeit separately – mentioned the following:

1. The establishment of a mutual learning forum for knowledge sharing as part of the working group on good practice of the Spanish YG, with regular meetings (two or three per year) organized among Autonomous Communities and between these and the GSA. This forum would have been used to exchange experience, discuss common issues, monitor progress and share results.
2. A knowledge-exchange platform – which could take the form of an intranet facility of the general YG web page – to disseminate information, receive and deliver peer support, share documents, procedures and practices. This platform could also be equipped with an alert system similar to that used by the Social Security System to warn users about the uploading of important information. It could have been managed by the AACC through a rotation system and modelled to the forum established by the Spanish Employment Service for the development of monitoring indicators for the Annual Employment Plan (PAPE)
3. The participation of selected Autonomous Communities together with the State's General Administration to the mutual learning programme of the European Commission when the themes of the programme relate to programmes implemented in a given Community.

6 VALIDATION OF THE WORKSHOP

At the end of the workshop, the participants were asked to provide a detailed assessment of the training and organizational aspects of the workshop. This was done through a validation questionnaire that was distributed to all participants.

Most participants (90 per cent) appreciated the opportunity to contribute to the workshop with their own learning and the taking on board by facilitators of participants' feedback. The quality of facilitation was valued by 87 per cent of participants. Participants considered the explanation of practices, sharing experience, networking and group work as the most useful parts of the workshops. Approximately 97 per cent of participants considered the facilitated peer-to-peer knowledge sharing as most useful, while the networking and exploration of opportunities for peer-to-peer collaboration was assessed as important by 90 per cent of attendants. Annex 2 provides a detail of the results of the final validation questionnaire.

7 CONCLUSIONS AND FOLLOW UP

The participants commented favourably on the workshop and particularly appreciated the opportunity to share experience and enhance their knowledge about the YG measures being implemented by the other Autonomous Communities. This section highlights a number of issues that would deserve further attention and follow-up action.

It is crucial to **integrate the on-going youth employment initiatives** that fall within the scope of the Council's Recommendation on Establishing a Youth Guarantee (April 2013), regardless of whether they are part of the YG or of another policy framework. The work undertaken in terms of implementation of key reforms, early intervention and activation should be introduced in the progress reports of the YG and their results widely disseminated also to promote the importance of education and training in preventing youth employment problems.

Work should be undertaken to **identify the definitions of quality offer** under the YG in Spain. This should be agreed through a partnership approach that also involves representatives of employer organizations, trade unions and youth organizations. These definitions are necessary to ensure quality standards in the delivery of the YG and should be based on existing benchmarks at both EU (e.g. frameworks for quality apprenticeships and internships) and international levels (e.g. ILO's decent work indicators).

The modernization of the PES has mostly focused on the design of a portfolio of standards services, the setting-up of a results-based management system, the development of performance monitoring indicators and the establishment of partnerships with private employment agencies. The other key features of the modernization process, including the **design of specialized services for youth**, should be developed as a matter of priority. The integration of the YG in the next National Employment Plan (PAPE) could ease the integration of the YG in the PES workflow and help increasing the YG delivery rate.

Inter-institutional coordination and cooperation should be strengthened. The Ministries of Employment and of Education should be the driving forces of the implementation of the YG and their representatives should be part of the coordination body at national level, as it is already the case for most coordination bodies of the Autonomous Communities.

Staffing arrangements at national level need to be reviewed to ensure better coordination and improve the delivery of the YG. Given the scope of the YG and the institutional set up at both central and local levels, the YG Coordination Team should be expanded to include staff responsible for: i) monitoring and evaluation; ii) information, communication and visibility; iii) AACC-GSA coordination; iv) European Social Fund rules and v) AACC Mutual Learning Programme.

The implementation of the YG in the Autonomous Communities is generating a wealth of information on practices and approaches to address youth employment challenges. **This information could be collected and disseminated through a mutual learning facility** that includes: i) a forum where the representatives of Autonomous Communities can meet regularly to share knowledge, lessons learnt and experiences; ii) an intranet platform to keep in touch, exchange information and share documents; and iii) a mutual learning programme (thematic events, peer reviews and learning exchanges). **This work could start by conducting an initial collection of good practice from all Autonomous Communities and based on the benchmarks and questionnaire that were developed by the ILO prior to the workshop.** Unfortunately, only few Autonomous Communities returned the questionnaire duly filled.

ANNEXES

Annex 1	Programme of the workshop
Annex 2	List of participants, resource person and observers
Annex 3	Result of the validation of the workshop

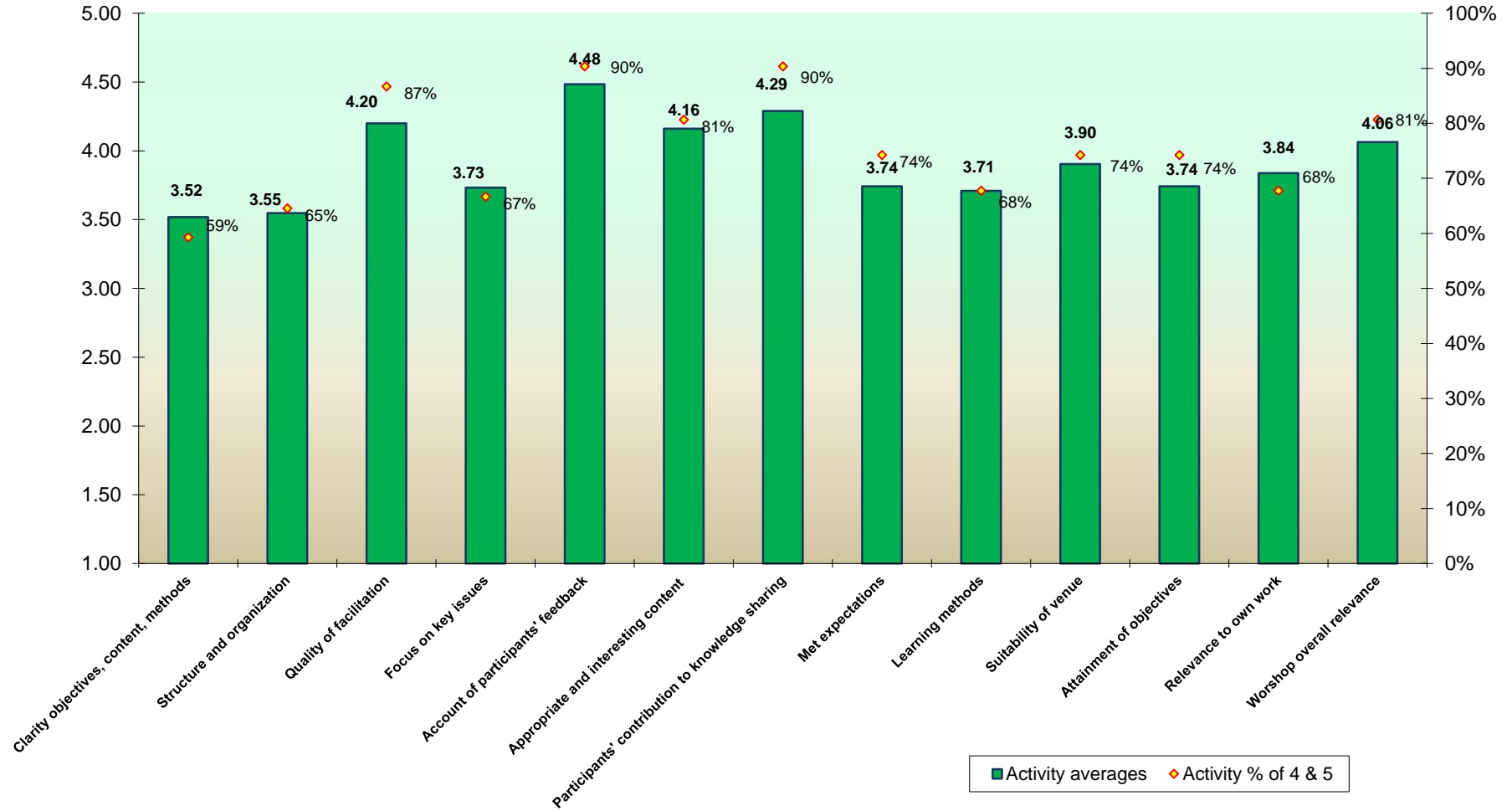
Annex 1: Programme - Knowledge sharing workshop for Autonomous Communities

Madrid, 10 and 11 May 2016

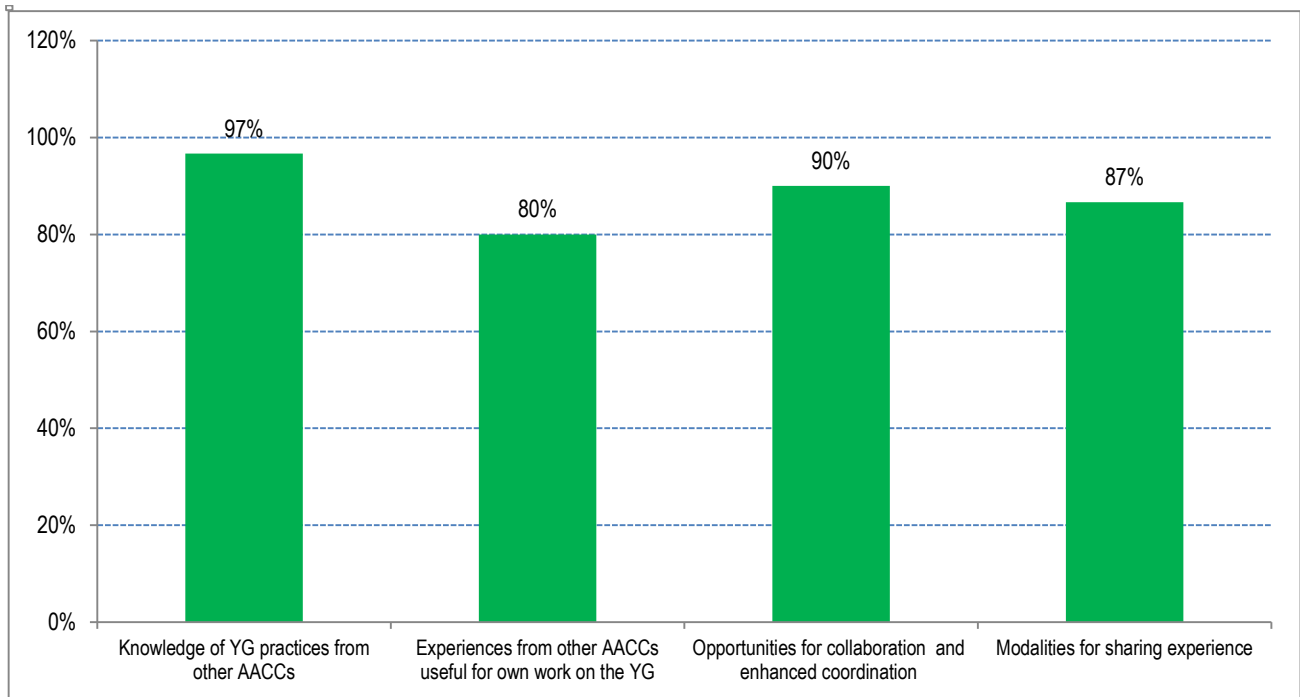
TIME	10 May	11 May
09.00-11.00	<p>Opening remarks</p> <hr/> <p>Presentation of programme and workshop objectives</p> <hr/> <p>Team identity card and participants' expectations</p>	<p>Parallel workshops (cont.ed)</p> <p>Group discussion</p> <p><i>(Problems, solutions, system to share knowledge and experience, common areas and services)</i></p>
11.00-13.30	<p>The Youth Guarantee in EU countries and in Spain</p> <p>Presentation and discussion</p> <hr/> <p>Sharing knowledge and experience on the YG: Criteria for assessment</p> <hr/> <p>Methodology of the parallel workshop</p>	<p>Parallel workshops (cont.ed)</p> <p>Group discussion</p> <hr/> <p>Integrated framework and partnership for the YG in the Autonomous Communities</p> <p>Presentations by representatives of Cataluña and Castila La Mancia</p> <hr/> <p>Early Intervention</p> <p>Presentation and group discussion</p>
LUNCH BREAK		
15.00-16.30	<p>Parallel workshop</p> <p>Presentation of good practices</p> <p>Group discussion</p>	<p>Good practices and partnership for implementation</p> <p>Presentation of group work</p>
16.45-18.00	<p>Parallel workshop (con.ed)</p> <p>Presentation of good practices</p> <p>Group discussion</p>	<p>Good practices and partnership for implementation (con.ed)</p> <p>Presentation of group work</p> <hr/> <p>Closing remarks</p>

Annex 2: Results of the validation of workshop

Taller de intercambio de conocimientos con las comunidades autonomas



Relevance of training content (Percentage of score 4 and 5)



What sections of the training were most useful and why?

- ✓ The exchange of knowledge and experience across AACCs;
- ✓ Learning about the different programmes currently being implemented under the YG;
- ✓ The discussion on problems and proposed solution;
- ✓ The possibility to network with other AACCs

What sections of the training were less useful and why?

- ✓ Long presentations and debates
- ✓ Problems with no proposed solutions

Additional comments

- ✓ It would have been useful to have representatives of the ESF Managing Authority;
- ✓ Follow-up with knowledge sharing in different AACCs;
- ✓ Presence of young beneficiaries of the YG to hear their opinión.

Annex 3: List of participants, resource persons and observers

Participants

	Name	Organization and contact
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