

# Impact Evaluation of the Youth Employment Initiative (YEI)

## Executive Summary

Cofinanciado por:



**UNIÃO EUROPEIA**  
Fundo Social Europeu



**Evaluation Team**

*Coordination*

*Catarina Pereira*

*Rui Godinho*

*Ana Simões*

**Executive Board**

*Filipa Seiceira*

**Technical Team**

*Gisela Ferreira*

*Maria João Rauch*

*Nuno Duarte*

*Tatiana Alves*



### **Objectives and scope of the evaluation**

The Impact Evaluation of the Youth Employment Initiative (YEI) concerns supports given in the context of the interventions that constitute the Specific Priority Axis 2 of the of the Social Inclusion and Employment Operational Programme (PO ISE), covering all regions of the Portuguese territory and the period between 2013 (launch of the initiative) and 2020.

It is an impact assessment within the framework of the PO ISE's Plan of Evaluation and its global objective is to determine the level of efficiency, effectiveness and impact of the YEI (regarding specifically the YEI funding and FSE funding for the YEI), namely for the Youth Guarantee's implementation.

### **Context and framework of the object of assessment**

The global economic and financial crisis felt in 2008 led to a substantial increase of youth's unemployment rate in Europe. In the first trimester of 2008, youth's unemployment rate between 15 - 24 years old stood at 15,2 % (nearly 4 million) reaching its apex at 24,5% (5,7 million) in the first trimester of 2013<sup>1</sup>. Europe was facing then an unprecedented youth unemployment crisis, more than 7 million youths did not have a job nor were undergoing educational or training qualifications, designated as NEET: **Young people Not in Employment, Education or Training**.

In Portugal, at the time the YEI was launched, the incidence of this issue extended throughout the territory and exacerbated in various forms:

- The NEET stock evolution affected most regions being the higher percentage in the Autonomous Regions of Madeira and Azores. In the Mainland, Alentejo and Algarve stood out with the highest percentage and the Center the lowest.
- In 2014, the situation of NEET between 20-29 years old seemed even more dramatic than youths from an inferior age bracket. NEET aged between 15-19 years represented 5,5% of the population of the same echelon, between 20-24 years, they represented 19% and between 25-29 years, they corresponded to 19, 2%.
- The early school leaving high rate (17,4% in 2001 in face of the 11,1% of the European average - EU28) contributed to a high proportion of youths with low qualifications among NEET, with implications in the need of education and training measures.
- Youths with higher qualifications were also particularly affected by unemployment. According to Eurostat, in 2013, unemployment rate of youth with basic education diplomas (isced 0-2) picked at 40,6% and at 37,5% for those with higher-education diplomas (isced 5-8).
- Likewise, deterioration in job quality is also encountered and, in 2014, 49% of jobs among young people were temporary.

To tackle the "youth unemployment crisis", the European Commission develops a set of initiatives within which is included the Youth Guarantee, a political compromise between Member-States to guaranty that every youth up to 25 years benefit from a good employment offer, continuous training, apprenticeship or internship, within four months after being unemployed or leaving formal education (2013/C 120/01 of April 22nd of 2013).

The YEI allows allocating funds to reinforce and accelerate the package of measures established in the Youth Guarantee and constitutes one of the main financial resources that the EU had to implement and operationalize, partially, the Youth Guarantee. In Portugal, its initial allocation was 321.544.338 € (for the period from the 1<sup>st</sup> September of 2013 to the 31<sup>st</sup> of December of 2018) and has been the subject of three budgetary reinforcements and to an extension of its implementation period until 2020, currently increasing the amount of 490.039.257 € for operations that can be completed by 2023.

In Portugal, the initial design of YEI foresaw the operationalization of a set of 16 Operation Typologies (OT). YEI's reprogramming has led to the tapering of the OT initially defined, culminating in a set of 12 OT that reflect an almost exclusive concentration of measures around the objective of employment.

---

<sup>1</sup> Eurostat data.

Impact Evaluation of the Youth Employment Initiative (YEI)

Types of Operation with execution, by domain

Employment support	Internships	Qualification/ Education	Entrepreneurship
<ul style="list-style-type: none"> <li>• Hiring supports</li> <li>• Program of Incentive to the Insertion of the L and T Trainee (Azores);</li> <li>• Integra Jovem (Azores)</li> </ul>	<ul style="list-style-type: none"> <li>• - YEI Internships;</li> <li>• - PEPAL;</li> <li>• - PEPAC Internships - Missions;</li> <li>• - INOV Contacto;</li> <li>• - ESTAGIAR T (Azores);</li> <li>• - Madeira Internships.</li> </ul>	Retomar Program	<ul style="list-style-type: none"> <li>• EMPREENDE JÁ – Perception network and business management;</li> <li>• COOPJOVEM.</li> </ul>

By financing and operationalizing the Youth Guarantee, the EYI assumes itself as a complement to a wide set of measures with its implementation foreseen in the framework of other sources of financing, namely, other axes of the POISE and other PT2020 Operational Programmes, a condition that justified the option of focusing on the objective of employment and the lower prevalence of the objective of "qualification", due to the complementary responses foreseen in the Youth Guarantee.

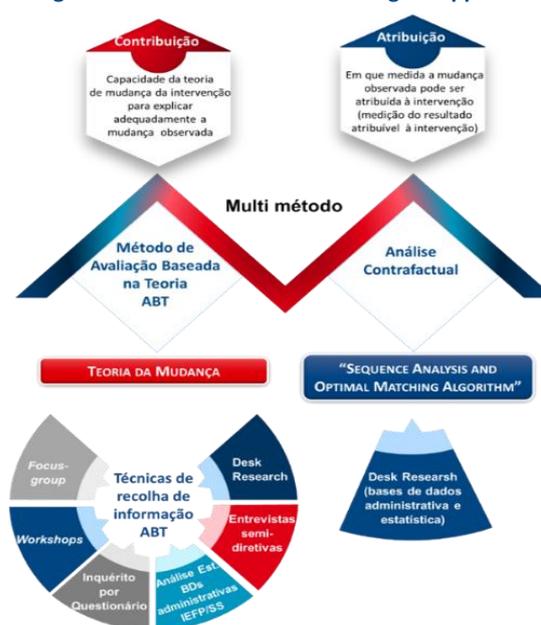
The implementation of YEI has involved the mobilization of a group of public administration bodies that have assumed responsibility for the execution of each of the Operation Typologies, constituting a broad network of partnerships that includes the following entities: Instituto de Emprego e Formação Profissional **Institute of Employment and Professional Training (IEPT)**, Direcção Geral de Ensino Superior **Directorate General of Higher Education (DGHE)**, Direcção Regional do Emprego e Qualificação Profissional dos Açores **Regional Directorate of Employment and Professional Qualification of the Azores (DEPQA)**, Agência para o Investimento e Comércio Externo de Portugal **Portuguese Agency for Investment and Foreign Trade (PAIFT)**, Ministério dos Negócios Estrangeiros **Ministry of Foreign Affairs (General-Secretariat of the MFA)**, Instituto de Emprego da Madeira **Madeira Employment Institute (MEI)**, Direcção Geral das Autarquias Locais **Directorate General of Local Authorities (DGLA)**, Instituto Português do Desporto e Juventude **Portuguese Institute of Sports and Youth (PISY)** and Cooperativa António Sérgio para a Economia Social **António Sérgio Cooperative for the Social Economy (ASCSE)**.

Metodologia

The methodological guide is anchored on the approach of Theory based Evaluation, having as a focal point the Theory of Change, combined with the Counterfactual Analysis. It favors an integrated and pluralistic methodology, with emphasis on: (i) interviews to partners with responsibilities in the implementation of several Operation Typologies, (ii) an extensive survey to former participants, (iii) administrative data base analysis with data from the Public Employment Service and the Social Security registers (database IEFP/SS) and a (iv) focus group centered on the discussion of conclusions and recommendations. The (v) counterfactual analysis exercise was made with the technical collaboration of the CRIE - Centre for Research on Impact Evaluation and has estimated the causal impact of YEI on young individuals’ labour market outcomes..

contributing to better understand the causal mechanisms influencing the production of the observed effects.

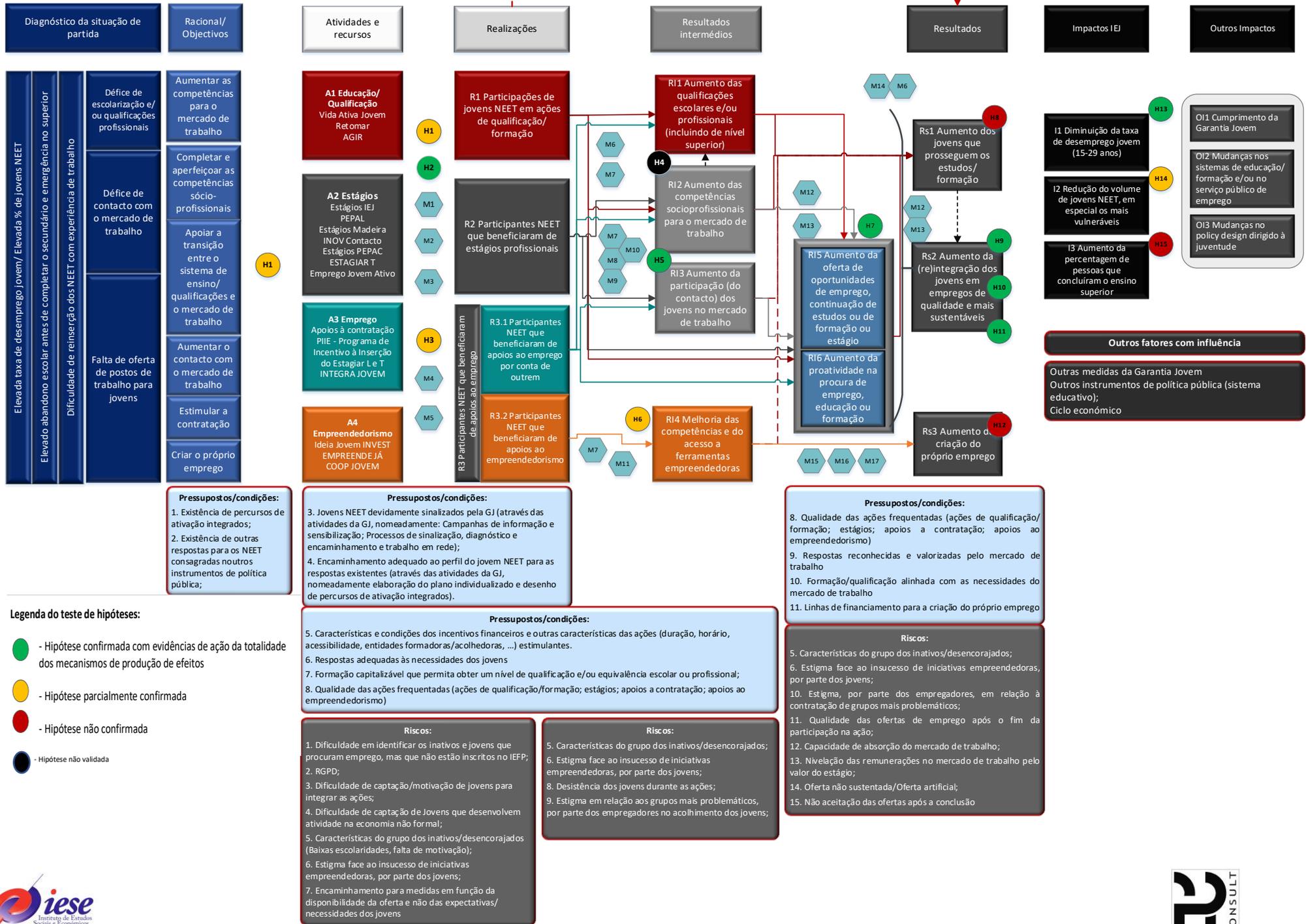
Logic of the Evaluation's methodological approach



Logic of the Evaluation's methodological approach

Following this approach, the response to the Evaluation Questions integrated a set of elements of analysis aimed at testing the hypotheses of the Theory of Change of the YEI. Next figure presents a final configuration of the Theory of Change of the YEI that allows distinguishing different degrees of confirmation of the starting hypotheses, thus

## Teoria da Mudança da IEJ



## Impact Evaluation of the Youth Employment Initiative (YEI)

### Hypothesis Legend:

- H1.** The typologies of operation selected in the different domains (education/qualification, apprenticeships, and employment), within the framework of the remaining responses of the Youth Guarantee, by providing young NEETs with adequate responses to their individual characteristics, allow and cover the heterogeneity of young NEETs, including less educated and qualified young NEETs.
- H2.** The integration process in the operation typologies is adequate to the profile/needs of the candidates and simultaneously a response to the needs of the labor market, reinforcing the quality and the effectiveness potential of the active employment measures.
- H3.** The characteristics and conditions of the financial incentives made available and other characteristics of the actions (duration, schedule, accessibility, training providers/hosts, ...) have allowed stimulating the demand (from young people and employers).
- H4.** The quality and adequacy of the qualification/training actions (contents, teaching methodologies, trainers, ...) has contributed to motivate the participants to complete the actions successfully, and thus to reinforce the socio-professional skills, to increase the levels of school and/or professional qualifications and to complete a cycle of studies (including higher education).
- H5.** The quality of the professional internship or the hiring support measures, and their attendance, by providing practical experience in a working environment, has contributed to motivate the participants to successfully complete the actions, and thus to strengthen socio-professional skills and increase the participation/contact of young people in the labour market (increased employability).
- H6.** The frequency and quality of the entrepreneurship support measures, through the technical support/training provided, has contributed to motivate the participants to successfully complete the actions and to strengthen the skills and access to entrepreneurial tools necessary to define the business plan and the viability of those ideas.
- H7.** The participation and completion of YEI actions allows improving the employability conditions and increasing the proactivity in the search for employment, contributing to increase the number and quality of job opportunities.
- H8.** The participation and completion of YEI measures motivated youth investment in education/training, increasing the # of youth pursuing further studies (including higher education).
- H9.** The quality and appropriateness of the YEI programs/measures (type, duration, conditions, etc.) enables the improvement of employability conditions, contributing to a faster integration in the labour market.
- H10.** The quality and appropriateness of the YEI programs/measures (type, duration, conditions, etc.) enables the improvement of employability conditions, contributing to the integration of young people in quality jobs.
- H11.** The quality and appropriateness of YEI programs/measures (type, duration, conditions, etc.) enables the improvement of employability conditions, contributing to the integration of young people into sustainable jobs.
- H12.** The participation and completion of entrepreneurship support actions, by empowering YEI participants, contributes to the transformation of business ideas into economically viable initiatives (creation of their own job/business).
- H13.** The YEI has contributed to a decrease in the youth unemployment rate, resulting from the (re)integration of YEI participants in the labour market, taking into account negative externalities generated by the YEI itself (substitution effect, displacement effects, deadweight effect) and taking into account the evolution of the economic cycle.
- H14.** The YEI has contributed to the decrease of young NEETs (total / most vulnerable groups), resulting from the (re)integration of YEI participants into the labour market or the education and training system, taking into account the decrease in the identification/entry of new young NEETs (total / most vulnerable groups).
- H15.** The YEI has contributed to an increase in the percentage of people who have completed higher education as a result of participation in the YEI (via "Retomar" or continuing studies after participation in the YEI), taking into account a lower participation or higher drop-out in higher education.

## Evaluation Conclusions

Effectiveness in meeting the objectives, in responding to young NEET and improving the employability of participants.

The YEI shows effectiveness in promoting the employability of young NEET, especially through Internships and Hiring Supports. These are the areas of greater effectiveness and also of greater concentration of funds.

The profile of the participants corresponded, roughly, to the general characteristics of national NEET groups: the majority is women, between 20-29 years old and with a balanced proportion of unemployed looking for a new or first job. It also included a high participation of young people with Tertiary Education, responding to a segment particularly affected by unemployment in the initial years of the Initiative. However, in this particular aspect, it did not reflect the reality of national NEET: 52% of the total beneficiaries of internships and hiring supports had higher education, but in the total only 18% have higher education qualifications (database IEF/SS; INE). In fact, Portugal did not define specific measures for more disadvantaged and less traceable target groups, such as marginalized communities and those who left school with low qualifications (publics that have framework in other PT2020 instruments). This is a challenge still to be addressed by the YEI, taking into account the EU guidelines for the various Member States.

### Profile of young NEET that participate in the YEI (categories with more weight)

	Gender	Age	Academic qualifications	Employment situation
Supports for employment	Women (56,7%)	25-29 years (49,3%) with a % very close to the participation of young people between 20-24 years (43,5%)	High School (41,1%)	Unemployed looking for new job - Non- Long-term unemployment (45,95%)
Entrepreneurship Supports	Women (52,7%)	25-29 years (72,8%)	Higher Education (69%)	Unemployed looking for new job - Non- Long-term unemployment (48,1%)
Internships	Women (57,5%)	20-24 years (51,8%)	Higher Education (58,6%)	Unemployed looking for their first job (53,8%)

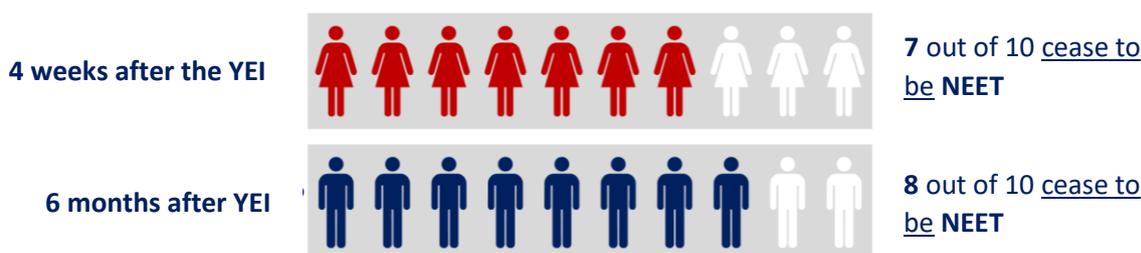
## Impact Evaluation of the Youth Employment Initiative (YEI)

	Gender	Age	Academic qualifications	Employment situation
<b>Total of the measures</b>	Women (57,1%)	20-24 years (48,3%) with % very close to the participation of young people between 25-29 years (43,9%)	Higher Education (49,7%)	Unemployed looking for their first job (45,6%) with a percentage very close to the participation of Unemployed looking for new job - Non- Long-term unemployment (42,6%)

Source: Own preparation based on PO ISE Information System (June 2020).

The vast majority of YEI former participants left **NEET status** after participating in the Initiative.

## Evolution of the situation of former participants in relation to NEET status



Source: Former Participants Survey (2020).

The evidence shows that both the internship and the hiring support measures have a positive effect on employability and that YEI was important to change the starting situation of the participants. The YEI seems to have succeeded in triggering in the participants the necessary confidence to become active in job search and this attitude will have positively contributed to improve the employability conditions of participants. As a result, access to the labour market is the main way out of the NEET situation. There are almost 90% of respondents who looked for work after the YEI and did it proactively. As a result, right after the YEI, 60% of the young people were working, having received a job offer or having created their own job.

It is also evident the influence of the YEI on the speed of obtaining employment: for the beneficiaries of hiring support measures, the effect on professional integration is almost direct, while the beneficiaries of internships have much lower levels of employability in the short term, evolving over time to high rates of employability. The evidence on the sustainability of employment, at 2 and 3 years, is equally clear.

## Evolution of the employment situation of former participants after the end of the YEI

	4 weeks after	4 weeks after	1 year after	2 years after	3 years after
<b>Beneficiaries of internships</b>	4 out of 10 are employed	7 out of 10 are employed	8 out of 10 are employed	9 out of 10 are employed	9 out of 10 are employed
<b>Beneficiaries of hiring support measures</b>	9 out of 10 are employed				
<b>Total</b>	6 out of 10 are employed	7 out of 10 are employed	8 out of 10 are employed	9 out of 10 are employed	9 out of 10 are employed

Fonte: BD IIEFP/SS.

From the point of view of the quality of professional integration, the participation in the YEI makes a positive contribution to access to jobs of equivalent or higher quality than that of the young population as a whole, as regards the contractual tie and the income earned. The overall picture is characterized by little differentiated wages compared to the values of the internships, but even so, the counterfactual analysis proves that in the medium to long term, the former participants have an advantage over the non-participants (control group), e.g., obtaining higher average wages 3 years after the beginning of the intervention. The former participants who had an internship followed by a hiring support stand out by obtaining a higher average income. This is a group with relevant expression: about 27% of the internship beneficiaries transits to a hiring support, so we conclude that the combined use of supports has a positive cost-benefit.

In addition, they are generally satisfied with the suitability of the job offer in relation to their qualifications, experience, and work tasks, although they are critical about the contractual conditions and salary.

## Impact Evaluation of the Youth Employment Initiative (YEI)

The counterfactual analysis reveals **the causal impact of the intervention**, in other words, it proves that having participated in a professional internship/hiring support measure under the YEI conferred advantages in obtaining a better job (measured by the salary) and with more sustainability (higher probability of obtaining a job in the medium term - 2 years after the beginning of the intervention, ranging from +16 p.p. in the case of internships to +44.3 p.p. in the case of combined internship and hiring support lasting 12 months). This effect is positive compared to a situation of no intervention, both in the short and medium term. We conclude that the effect gets larger the longer the duration of the intervention and that the initiative is effective for several age subgroups and different qualification levels. Furthermore, it is possible to attribute this effect to the participation in the YEI by isolating it from other factors, such as the economic recovery that followed the unemployment crisis.

**The effect is lasting in time, because 2 years after the beginning of the YEI there are still advantages for former participants**

<b>+16 p.p.</b>	higher probability of obtaining a job	<b>+179 €</b>	among those who have completed a <b>12 month internship</b> ***
<b>+32,8 p.p.</b>	higher probability of obtaining a job	<b>+ 225 €</b>	among those who have completed a <b>12 month hiring support</b> ***
<b>+44,3 p.p.</b>	higher probability of obtaining a job	<b>+ 369 €</b>	between those who completed a <b>12 month internship</b> followed by a <b>12 month hiring support</b>

\*\*\* Counterfactual analysis

The effectiveness of the actions supporting entrepreneurship is more fragile: the result indicators show results far from the targets set for 2023 and the elements extracted from the Survey and the Case Studies also show weaknesses associated to the implementation of the measures and the results obtained. However, there is a positive influence of attending and completing an entrepreneurship support action (Empreende Já) on the creation of self-employment: in the subgroup of respondents who attended an entrepreneurship support action, 4 out of 10 are self-employed 1 year after the action.

### Efficiency: adequacy of the financial dimension forms of financing and support instruments

The YEI shows good levels of efficiency in the hiring support measures and in part of the internships. In opposition, it is among the Education/Qualification measures and support to entrepreneurship that lower levels of efficiency are found.

In internships, the unit costs are very disparate, allowing the identification of a subgroup of internships with very high values (PEPAL, PEPAC and INOV Contacto), whose target audience is characterized by high qualifications. There are several factors that explain the significant cost differences, namely the fact that they take place abroad (INOV CONTACT and PEPAC), which implies a distinct support structure (e.g. travel, accommodation support and health insurance), but bearing in mind broader objectives related to internationalization.

In general, operation typologies with lower costs presents more robust results in terms of employability. As far as support to entrepreneurship is concerned, there are different levels of efficiency in the two OTs, with Empreende Já positioning itself more favorably in terms of job creation capacity. The quite significant contribution of these OTs to the integration of young people in dependent employment should be highlighted, even though at a much higher cost when compared to hiring support measures, which is due to the very nature of the interventions (long duration, combining training actions with technical follow-up to job creation projects,...).

### Impact of the YEI on the socio-economic context

During the crisis period, the set of support channeled to internships and hiring supports measures (financed through the YEI, using EU and national funds, and exclusively through national budget) allowed the worsening of the youth unemployment rate to be halted: between 2013-2016, around 18% of the total number of young people registered in the public employment service benefited from a professional internship or a hiring support and half of those supports were subject to YEI funding (database IEFP/SS). These constituted an alternative occupation for unemployed young people with secondary or higher qualifications, which resulted in a sustainable professional insertion in the medium-long

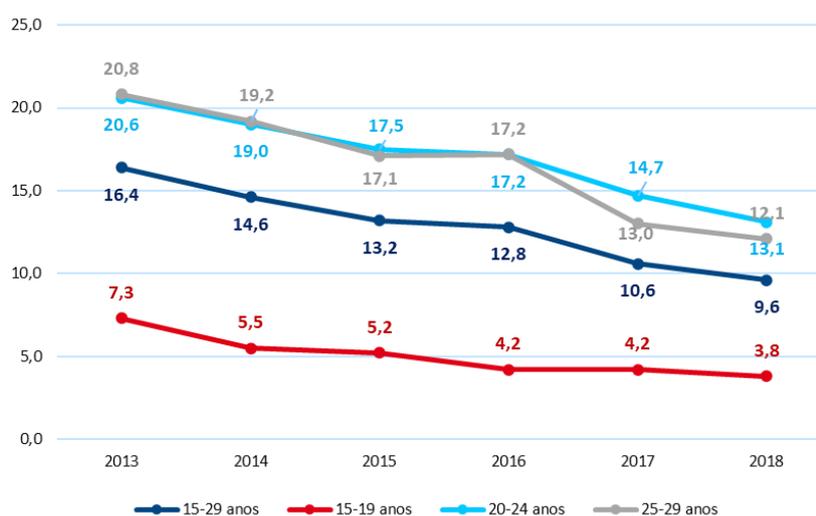
## Impact Evaluation of the Youth Employment Initiative (YEI)

term. For this reason they profile a strong effectiveness of this measures to respond to the problematic of youth unemployment.

The contribution of the YEI to the reduction of youth unemployment and the NEET rate in Portugal between 2013-2018 is evident: the youth unemployment rate (15-24 years old) dropped sharply from 38.1% in 2013 to 20.3% in 2018 and as the counterfactual analysis proves; it is possible to attribute to the YEI an important effect on that decrease.

The impact of the YEI on the decrease in the NEET rate is also confirmed. In 2018, this rate was 8.4% among 15-24 years old and 12% among 25-29 years old, placing Portugal in a more favorable situation compared to the EU average. This remarkable evolution is ensured by the integration of young NEET into the labour market and mainly among older and more qualified young people: between 2014 and 2016, the period of greatest implementation of the YEI, it covered 45% of the total number of NEET with higher education qualifications registered in Portugal (database IEFP/SS).

NEET rate in Portugal by age group (%)



Source: Eurostat.

Changes are also recognized at public employment service, which by coordinating the Youth Guarantee, sees its capacity to reach out to the public widened, as well as reinforcing the territorial coverage and creating new outreach channels to identify the target public. However, despite reporting a more diversified coverage of publics, the challenge to reach the NEET more distant from the traditional channels of the public employment service remains, such as the inactive and the most disadvantaged. In this particular, the Evaluation observes that an important factor for the success of the integration of the participants in the YEI relates to the development of mechanisms of dissemination, information and signposting of candidates, in a framework of greater proximity with the informal context of the young people, leading to the selection of participants more motivated and identified with the actions.

## European added value (EAV) resulting from the intervention of the ESIF

For the calculation of the EAV, triangulated analyses of the volume, scope, function and process effects of the YEI were taken into account. In the case of the volume effect and additionality in relation to the national resources and intervention potential, the YEI leveraged the public response of internships and hiring support in the period of economic crisis, reaching 23% (in 2015) of the total national support of professional internships and hiring support distributed to NEETs. In its absence, the exclusively national support for this type of measures would not have been enough to contain the worsening youth unemployment rate at that time.

It is still possible to highlight effects of the process through the general improvement of the implementation processes, including changes in the governance model of the YEI measures introduced by the fact that they are supported by the European Structural and Investment Funds. These effects reflect an increased capacity of the Public Employment System to intervene.

## Recommendations

### 1. Make available a new edition of the YEI and anticipate the immediate response to the expected needs of NEET young people for their integration into the labour market

#### Operationalisation:

- To reinforce the financial allocation and the coverage of the instruments with a reinforced capacity to respond to the needs of support to young NEETs that are anticipated.
- To make the traineeships instrument more flexible, adding logic of reintegration into the labour market (e.g. allowing the figure of the second traineeship and not only one single possibility throughout life, as a way to make integration into the labour market more flexible or as a support for reorientation towards a new activity).
- To adopt, whenever possible, and in a logic of cost-effectiveness, a combined approach of professional internships and hiring supports.

#### Target groups:

- ✓ Entities with responsibilities in the definition of the relevant public policy benchmarks (with emphasis on the Ministry of Labour, Solidarity and Social Security and respective Secretaries of State, the Ministry of Education, the Institute of Social Security and the Institute of Employment and Vocational Training).
- ✓ Entities with responsibilities in the ESIF governance model (with emphasis on the Interministerial Coordination Commission, the Agency for Development and Cohesion and the Managing Authorities of the funding Operational Programs).

### 2. Strengthen the selectivity of the Initiative's interventions

#### Operationalization:

- Refocusing the objectives and respective financial supports on the Internship and Hiring Support measures;
- To integrate entrepreneurship support measures as long as they are integrated in more flexible approaches ("tailor made solutions") and anchored in entities with local presence and the capacity to mobilise technical resources adequate to the follow-up of job creation projects. At this level, it is possible to gather inspiration from initiatives that invest in mentoring/tutoring, such as the Passport for Entrepreneurship project.

#### Target groups:

- ✓ Entities with responsibilities in the definition of the relevant public policy benchmarks (with emphasis on the Ministry of Labour, Solidarity and Social Security and respective Secretaries of State, the Ministry of Education, the Institute of Social Security and the Institute of Employment and Vocational Training).
- ✓ Entities with responsibilities in the ESIF governance model (with emphasis on the Interministerial Coordination Commission, the Agency for Development and Cohesion and the Managing Authorities of the funding Operational Programs)

### 3: Guarantee measures and mechanisms better suited to respond to the most disadvantaged NEETs.

#### Operationalisation:

- To redirect the Initiative towards a more significant intervention focus on less qualified NEETs, whose weight of importance will be further felt in the effects of the current COVID 19 pandemic.
- To design response to youth's aspirations to access the labour market, taking into account the various segments of youth and territories.
- To increase support to employers involved in welcoming more disadvantaged NEET groups, e.g. by allowing support for traineeships + hiring support (regardless of the individual).
- To act in a more integrated way with the Youth Guarantee to take advantage of the structures and recommended practices from this.
- To invest in the methodological training of technical resources for the individualisation of responses, mainly through individual and personalised service.
- To diversify the outreach channels used to reach the target public, enhancing the network of partners mobilised for information and signaling of the target public; to create new information and services link channels.
- To develop differentiated strategies for the dissemination of information about the measures among the entities that work with young NEETs, in particular the most disadvantaged ones.
- Making effective the figure of the "Case Manager" in the Employment Centers.
- Diversifying the supports (supporting youths in active job search techniques, supporting them in filling in documentation, supporting youths in other areas besides the promotion of employability through referral to other entities,).
- To foresee follow-up models extended in time (beyond the job search phase) in order to prevent re-entry in the NEET condition.
- Creating mentoring models and longer follow-up at the moment of the companies set up, in cases associated to entrepreneurship support measures.
- To articulate with the Secretary of State for the Inclusion of Disabled People and with the National Institute for Rehabilitation in the design of specific measures for young NEETs with disabilities.

## Impact Evaluation of the Youth Employment Initiative (YEI)

**Target groups:**

- ✓ Responsible for the design of the YEI
- ✓ Commission for Coordination and Monitoring of the National Implementation Plan for a Youth Guarantee (NIP-YG)
- ✓ Management Authority of the ISE\_OP
- ✓ Beneficiaries Responsible for the Implementation of Public Policies/Intermediate Body/Single Beneficiary
- ✓ PSSI (Private Social Solidarity Institutions) in the youth area
- ✓ CPCY (Commissions for the Protection of Children and Young People)
- ✓ School Groups and Non-Grouped Schools
- ✓ Municipal Social Networks
- ✓ LCSD (Local Contracts for Social Development)
- ✓ Choices Projects
- ✓ Youth Associations
- ✓ Secretary of State for the Inclusion of Disabled People
- ✓ NRI - National Rehabilitation Institute

**4. Strengthen synergies between Public Policies, Programs and local structures for the signposting and referral of young NEETs****Operationalisation:**

- Adapt the partnership strategy.
- To formalise the synergy relations between the Public Employment Services (PES)/Entities that implement measures within the YEI with other existing Programmes (e.g. Social Network Programme, LCSD - Local Contracts for Social Development, Choices Programme, Private Social Solidarity Institutions in the Youth field, School Groups, CPCY - Commissions for the Protection of Children and Young People, other Programs, strategies or measures to be created).
- To design a tool that may be based on a platform with information shared by YEI partners, including other local structures, which will allow a more effective signalling and referral of less qualified NEETs who have been less covered by the intervention, until now.
- To reinforce the use of the Youth Guarantee/YEI Platform/Network of Partners for the signalling of NEETs.
- To create interoperability mechanisms between the Youth Guarantee platform and other Public Administration platforms, namely in the area of the Ministry of Education and Labour, Solidarity and Social Security.
- To stimulate the signalling network oriented towards a personalised service.
- Making available an incentive model (e.g.: majoration/bonus on support granted,...) for the network partners, for each youth identified and forwarded

**Target groups:**

- ✓ Responsible for the design of the YEI
- ✓ Commission for Coordination and Monitoring of the National Implementation Plan for a Youth Guarantee (NIP-YG)
- ✓ Management Authority of the PO\_ISE
- ✓ Beneficiaries Responsible for the Implementation of Public Policies/Intermediate Body/Single Beneficiary
- ✓ PSSI
- ✓ CPYC
- ✓ School Groups and Non-Grouped Schools
- ✓ Council Social Networks
- ✓ LCSD
- ✓ Choices Projects
- ✓ Youth Associations

**5: Increase the effectiveness of the governance system and horizontal and vertical collaboration between bodies****Operationalisation:**

- To ensure greater involvement and concerted action by the Ministries for the YEI and increase vertical and horizontal cooperation as well as the respective interoperability of information systems (with emphasis on the Ministry of Labour, Solidarity and Social Security and respective State Secretariats, the Ministry of Education, the Institute of Social Security ISS, I.P. and respective district services and the Institute of Employment and Vocational Training IEVT, I.P.).

**Target groups:**

- ✓ Entities with responsibilities in the definition of the relevant public policy benchmarks (with emphasis on the Ministry of Labour, Solidarity and Social Security and respective Secretaries of State, Ministry of Education, the Institute of Social Security ISS, I.P. and respective district services and the Institute of Employment and Vocational Training IEVT, I.P.).
- ✓ Municipalities.

## Impact Evaluation of the Youth Employment Initiative (YEI)

**6: Increase the capacity to monitor and follow up the implementation of public policies****Operationalization:**

- To foster interoperability and real-time information exchange between the information systems of the beneficiary entities responsible for implementing public policy and the entities responsible for managing the Initiative.
- To ensure greater involvement and concerted action by the entities involved in implementing public policy, based on knowledge and evidence, and to increase vertical and horizontal cooperation, and an effective capacity for reorienting/adapting instruments in the face of the real needs that the public policy aims to address.

**Target groups:**

- ✓ Entities with responsibilities in the definition of the relevant public policy benchmarks (with emphasis on the Ministry of Labour, Solidarity and Social Security and respective Secretaries of State, Ministry of Education, the Institute of Social Security ISS, I.P. and the Institute of Employment and Vocational Training IEVT, I.P.).
- ✓ Entities with responsibilities in the ESIF governance model (with emphasis on the Interministerial Coordination Committee, the Agency for Development and Cohesion and the Managing Authorities of the funding Operational Programs).