

[SPAIN] REPORT

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COMPARATIVE ANALYSIS

NUMBER OF EXPERIENCES REVIEWED: 4

Type of action

	Exceptional	Regular	Continuous
EXPERIENCE #1 Engrunes			x
EXPERIENCE #2 Dones+45	x		
EXPERIENCE #3 Objetivo50			x
EXPERIENCE #4 Majors45			x

Geographical scope

	District	Local	Regional	National	European	International
EXPERIENCE #1 Engrunes		x				
EXPERIENCE #2 Dones+45			x			
EXPERIENCE #3 Objetivo50			x	x	x	
EXPERIENCE #4 Majors45		x	x			

FEATURES IDENTIFIED

Short description about the experiences reviewed

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EXPERIENCE #1 Engrunes:

Fundació Engrunes (Engrunes Foundation) offers a training program, a job and support to at risk workers. Participants commit to follow supportive actions from the Foundation in the training, labour and social fields till they are ready to incorporate to the labour market. Beneficiaries have been addressed from the Public Social Services. They participate as employed workers to the entrepreneurial activities developed directly by Fundació Engrunes, or by its Insertion Company (IC).

The implementation of the project have 3 phases, depending on the starting situation of each participant: Pre-employment phase, Employment Phase (in the Fundació Engrunes and/or in the Company "Engurnes"), and Space for Job Searching.

Participants have different profiles that led them to a situation of very severe social exclusion (disabled, homeless, youngsters raised in public institutions...). Being over 45 and in long-term unemployment situation is one of the few criterions of inclusion in the program. (40% of participants are over 45).

EXPERIENCE #2 Dones+45

Targeted to unemployed women over 45 years old, the project was developed in different phases:

1. Re-conceptualization of tools for attention: adaptation to the specific collective (women over 45) of existing tools for the improvement of the access to the labour market.
2. Linkage with companies: access to the job exchange platform, and awareness rising about the economical and organizational benefits of hiring women with wide experience in the personal and labour field.
3. Personalized follow-up for the outplacement and the personal recovery; a searching itinerary is proposed, and specific tools are given.
4. Group coaching for promoting self-training: development of group sessions where resources and tools for the self-training are given. The objective is that women become able to train themselves in a more efficient and autonomous manner.
5. Group modules for resilience: workshops for improving the motivation (support to the personal accompaniment, role changing processes, management of new situations in life...).

EXPERIENCE #3 Objetivo50

OBJETIVO 50 was created following the model similar European associations in France and Italy. Firstly targeted to unemployed people over 50 years old, the access age is currently 45. In Spain, it counts on nearly 150 associated people, and its Job Exchange Platform contains about 250 CVs.

The initiative's strategy is based on the self-implication of the over 45 years old professionals in the management of the entity, giving themselves reciprocal support, boosting its own professional promotion, and increasing awareness raising in society about the value of having professional experience. Active implication constitutes a source of motivation and learning that is fundamental for the continuity in the Labour Market.

Besides taking in people in difficult moments, the entity seeks to change the concept of "job searching" fort the concept of "services selling", providing SMEs with network of experienced professionals.

EXPERIENCE #4 Majors45

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#Majors45 (older45) is a project based on personalized pathways towards outplacement methodology, devoted to unemployed people older than 45 years old.

#Majors45 is part of the programs on **Personalized pathways towards employment** carried out by Cruz Roja (Spanish Red Cross) in the framework of the Operative Pluriregional Program "Lucha contra la Discriminación" (Fighting against discrimination). It is co-funded by the European Social Fund (ESF), the Diputació de Barcelona (Barcelona's provincial administration), and the City Council of Terrassa. The initiative has also economical support from Red Cross. The expected length of the project is one year (till December 2014), with possibilities to be continued depending on the approval of structural funds.

The main objective of the action is improving employability of jobless people older than 45 years old, and bringing them closer to the labour market.

It is based in the methodology of *Personalized pathways towards employment*, which contains orientation, training and labour intermediation actions.

Type of actions included

	Advising	Guidance	Counselling	Training	Intermediation	Other
EXPERIENCE #1 Engrunes	Yes	Yes	Yes	Yes	Yes	No
EXPERIENCE #2 Dones+45	Yes	Yes	Yes	Yes	Yes	No
EXPERIENCE #3 Objetivo50	No	No	No	No	Yes	Yes
EXPERIENCE #4 Majors45	No	Yes	No	Yes	Yes	Yes

NEEDS OR MOTIVATIONS THAT LED TO THE DEVELOPMENT OF THE PROGRAM

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	Type of problems identified	Diagnostic methods used	Main conclusions
EXPERIENCE #1 Engrunes	<p>Changes in economy and changes in social life led to transformations that can deepen the social exclusion of those that have not tools to adapt to them. These changes entail new organization of work, changes in working habits, technological revolution, etc.</p> <p>Further, economical crisis in Spain have deepen social inequalities and risen unemployment.</p> <p>Among the nearly 6 million unemployed, people older than 45 years old are one of the collectives encountering biggest difficulties to access an employment contract.</p> <p>People suffering long term unemployment and with strong factors of vulnerability (age, nationality, disability...) have low possibilities to re-access the labour market.</p>	<ul style="list-style-type: none"> ▪ Analysis of data from the user's selection process. ▪ Socio-labour interviews. ▪ Social Service's assessment of needs for socially excluded people. 	<ul style="list-style-type: none"> ▪ Socio-labour insertion is an effective tool against social exclusion. ▪ Insertion companies or similar organizations are powerful to facilitate the labour insertion processes for people over 45 with difficulties to access labour market. ▪ Working activities and an active training with an educational support are tools that help rehabilitation, re-education and integration of socially excluded people. This task has to be. ▪ The economic activities in the environment sector as well as the building maintenance and rehabilitation, allow to train workers in different trades. ▪ Support and counselling is a key element for a successful socio-labour insertion of socially excluded people. ▪ Coordination of actions between technical referents from the project and Social Services agents in the territory is indispensable.

<p style="writing-mode: vertical-rl; transform: rotate(180deg);">EXPERIENCE #2 Dones+45</p>	<p>Due to the deep social and economical crisis, unemployment has been rising last years, affecting all collectives, women included.</p> <p>The profile of people at risk of being socially excluded has changed, and women that have previously been in a stable socio-economic situation, have become part of this new at-risk collectives, especially those who are without job and at-risk of poverty.</p> <p>In Catalonia (2013) more than 130.000 women over 45 years old were in unemployment; nearly the 40% of feminine unemployment.</p> <p>Main factors that difficult women's job insertion are:</p> <ul style="list-style-type: none"> - Age: The older the age is, the lowest the possibilities of accessing to job offers. - Education and training level: older women continue to have a much lower educational level than men in their age. - Family charges: family and care responsibilities are still socially perceived as a woman's duty by women, by their family and companions; and by employers, who may think women will not be fully available for the job position, regardless of whether they have or have not family charges. <p>Furthermore, the own feminine condition exercises a distinctive limitation in the access to the Labour Market, due to the survival of prejudices, stereotypes and discriminatory practices, as well as the self-perception of women coherent to these limiting prejudices.</p>	<ul style="list-style-type: none"> ▪ Data analysis of user's profile in the Job Exchange platform of the Foundation. ▪ Data from EPA (Encuesta de Población Activa / Active Population Survey). ▪ Data from the Employment Observatory from the Enterprises and Employment Department from the Generalitat de Catalunya (Regional Government). ▪ Revision of existing bibliography. 	<p>The establishment of a personalized strategy for improving the self training level, as well as the increasing of self-esteem and the self-perception of women over 45 years, can increase your opportunities of insertion in the Labour Market.</p>
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<p style="writing-mode: vertical-rl; transform: rotate(180deg);">EXPERIENCE #3 Objetivo50</p>	<p>Due to the crisis, a huge amount of people over 45 years old encountering big difficulties to maintain in the Labour Market.</p> <p>Previous to the crisis, this age group already had difficulties to find a new if they got unemployed. In that period, successful experiences in France and Italy were based on auto-organization to reach new opportunities. These kind of initiatives are even more needed after the beginning of the economic crisis.</p> <p>Besides, nowadays society is shifting values, and experience is losing its previous place as an important positive value; this shift is diminishing senior's professional opportunities.</p>	<ul style="list-style-type: none"> ▪ Work meetings between affected people. ▪ Exchange of experiences with other associations at European level. 	<p>It is possible to promote the professional improvement of people over 45 years old, as well as to raise awareness among stakeholders about the advantages of hiring experienced professionals, through the association and implication of people over 45.</p>
<p style="writing-mode: vertical-rl; transform: rotate(180deg);">EXPERIENCE #4 Majors45</p>	<p>In a context of economical crisis, people over 45 years old encounter special barriers for accessing Labour Market.</p> <p>Some of them face the necessity of changing job sector because their sector of origin is in decline; because their original sector requires now new skills that they lack off; or because they are not competitive inside that sector anymore; etc.</p> <p>Furthermore, their knowledge about the procedures for making an active job searching could be out of date, and also their NT (new technologies) related knowledge.</p> <p>Changes in their living situation and long term unemployment can discourage them and lead them to deactivation (exit from the Labour market).</p> <p>People over 45 are often the key breadwinners in their family and their loss of incomes affects the socio-economical situation of the whole family.</p>	<ul style="list-style-type: none"> ▪ Analysis of results of the 6th Study of the "Observatori de la Vulnerabilitat Social" (Social Vulnerability Observatory). ▪ Technical analysis based on the experience gained by giving support to users. ▪ Revision of aggregated data from users and their special needs. ▪ Analysis of statistical data about outplacement. ▪ Revision of existing bibliography. 	<p>People older than 45 years old are a priority target group for actions from the organization (Cruz Roja). The funding pillar of the familiar income, so reinforcing them is essential to contain processes of social exclusion.</p> <p>To increase they employability, common needed actions are:</p> <ul style="list-style-type: none"> ▪ A professional re-orientation towards new professional sectors. ▪ An update of knowledge for job searching and an introduction to NT. ▪ Empowering actions to prevent situations of deactivation in the Labour Market. ▪ Actions for getting participants closer to the Labour Market through the direct contact with companies from specific sectors.

ACTION'S FEATURES

Stakeholders involved

	Enterprises	Private bodies	Trade unions	Public services / authorities	Employer's federation / association	Other
EXPERIENCE #1 Engrunes				x		
EXPERIENCE #2 Dones+45	x			x	x	
EXPERIENCE #3 Objetivo50		x		x	x	x
EXPERIENCE #4 Majors45	x			x	x	

Short description about the methodologies used in the different

EXPERIENCE #1 Engrunes

Step 0: Welcome and selection: This step or phase lasts for about 2 months, and has different moments:

- Selection and access: People who may be able to take a job position, has a Job interview and a Social interview.
- Welcome and incorporation: Before incorporation to the selected program, the expectations of participants are asserted and clarified; they should understand that their pre-employment or job position is transitory.
- Initial Diagnosis: In parallel to the participant's integration to the Foundation or the IC, the core of the intervention will be defined, and then progressively modified as it is developed.

Step 1: Pre-Employment phase: People in a situation of very severe social exclusion who are not ready to undertake an employment programme can be included in this pre-employment program till they are prepared to take a job position. Methodology used is as follows:

- Pre-employment insertion plan: a personalized Action Plan is defined, based on initial diagnosis.
- Training: A short course of basic technical skills for working on waste recycling, and weekly classes on general skills (language, maths), social and labour abilities, everyday economy, etc.
- Tutorial sessions and counselling: Progress in the Personal Action Plan is assessed and supported by individual follow-up meetings with their counsellor.

Step 2: Performance in the job place and improvement of employability: This step lasts form 6 to 24 months and is devoted to the development of professional, transversal and personal competencies. Participants sign an employment contract for working in the Insertion Company or in the Foundation. It has three phases:

- Probationary Period: 2 months period, in which participants have strong support by tutor.
- Design of the Personalized Insertion Plan: It contains aspects to improve in the labour and personal life, actions to undertake and training recommended.
- Production: During the period of contract, workers have to fulfil their professional duties in the Company or in the Foundation. They have tutorial meetings in a regularly basis with their Production and Insertion Counsellors.

Step 3: Transition to the ordinary labour market: The training and support on searching techniques starts in the last 3 months of contract. Different actions are carried out for the incorporation to the ordinary (not protected) labour market.

programmes/experiences

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EXPERIENCE #2 Dones+45

Step 1: Reconceptualization of outplacement tools. Adaptation and test of existing tools, taking into account gender and age-driven issues, as well as specific characteristics of women over 45 such as low educational level, high family responsibilities, and subsidiary self-perception.

Step 2: Linkage with enterprises: Pro-active task of contacting companies in the region, for a double purpose:

- Prospection of job offers, information of the job exchange platform and offering of candidatures from people in the project.
- Awareness raising campaign with companies: to promote a positive perception of the benefits (economical and organizational) for the company of hiring women with wide experience, in the personal and labour field.

Step 3: Group coaching sessions for the promotion of self-learning, based on boosting motivation, and providing tools and information about resources for training and education.

Step 4: Group modules about resilience people facing important changes in their life need to leave behind limiting self-perceptions and prejudices in order to be more learning-driven and increase their opportunities.

EXPERIENCE #3 Objetivo50

Step 1 Welcome meeting: People that have shown interest in the association - throughout internet or other means- are invited to Welcome Meetings, that take place regularly. They got information on how to become a member, how can they participate, take part in committees or help with volunteer work.

Step 2 Incorporation to the job Exchange Platform. Either before or after the welcome meeting, people can introduce their profile in the job Exchange Platform, in order to give their professional services to interested SMEs. It is not needed to be a formal member of the association to beneficiate of the intermediation services.

Step 3 Incorporation to the Committees: They are fully made by volunteer members of the association. They decide, manage and work on all fields inside the association, from communication to institutional relations, legal aspects, or others. More implied *seniors* beneficiate of being active inside committees, with responsibilities, feeling useful for the community and part of society, which reinforce self-esteem. Looking for solutions from mutual organization with equals also helps them to feel empowered, able to lead the solution of their problems and thus in charge of their life. Regular meetings help to maintain an active social life, and find people with whom they could feel emotionally supported. Finally, the volunteer work in the organization brings people the opportunity to learn new skills, improve their performance, gain a network of professional contacts and in consequence increase their employability and opportunities.

EXPERIENCE #4 Majors45

Step 1: orientation. As starting point, technical staff held individual interviews with participants to assess their competences. Counsellors made a personalized employment diagnostic for each participant and define an individual Work Plan based on it.

Step 2: Training Different modules are offered for participants that would need it according to their Work Plan. Their aim is to develop transversal skills (personal and social skills; use of new technologies...etc.) or Professional training in specific sectors, according to the needs of the Labour Market in each territory. The service puts at disposal of participants information about other training actions carried out in the territory as well.

Step 3: Labour Intermediation. Specific professionals develop prospection tasks in direct relationship with companies, intending to reach the following goals:

- a) to have first-hand knowledge of the labour marked reality in the territory, the needs and opportunities that companies may generate.
- b) to stablish collaboration with companies that want collaborate in the improvement of employability of people that participate in the project.
- c) to capture suitable job offers for the profile of people in the project. d) to develop a pre-selection of candidates for each offer.
- d) to carry out a follow-up of the intermediation processes, both with companies and participants;
- e) to raise awareness among companies about the potentialities of people over 45 years old in the job environment,
- f) to evaluate the experiences of collaboration with companies, for continuous improvement.

Techniques and technologies used

	Procedures (Techniques)	Procedures (Technologies)
EXPERIENCE #1 Engrunes	Selection and redirecting of people Labour interview. Social interview. Employment contract Action plan on training and socio-labour insertion. Tutorial sessions. Follow-up and support to people in the insertion process. Bimensal assessment. Final report Exit to the ordinary market	Computer equipment and software
EXPERIENCE #2 Dones+45	New tools designing Dissemination among stakeholders New job positions prospection. Awareness raising campaign among companies. Individualized sessions Group coaching sessions	Computer equipment and software. Information and communication technologies. Classrooms equipped with projector.
EXPERIENCE #3 Objetivo50	Welcome meetings Regular meetings Meetings with stakeholders (public administrations, enterprises, non	Web page E-mail Institutional e-mail server.

	lucrative entities, employer's associations...) Dissemination through media (participation in radio programmes, press notes, TV...)	
EXPERIENCE #4 Majors45	Personal Interview and employability analysis. Individual counselling sessions Group sessions for orientation Training actions in transversal skills and training actions for professional capacity building (self-owned training actions accredited by ISO-UNE-9001 Certification). In-company internship. Job offers prospection.	Computer equipment for technical staff with office management computer software. Software for internal data management (intranet) Slide projector and screen Internal management software to fulfil the procedures of ISO-UNE-9001 Certification. Personalized e-mail account for all professional staff. Twitter account and hashtag #45

Target group characteristics

	Age	Gender	Educative level	Socioeconomic background	Disabilities	Other
EXPERIENCE #1 Engrunes	Older than 45 (representing 40% of beneficiaris of the Foundation programs)	Mostly men.	Low educational level. School leavers No school enrolment Migrants with Lack of language and cultural understanding skills.	Low socio-economical level. Indebt problems. Housing problems:homeless or home eviction problems.	2 participants out of 47 were disabled.	-Health problems -Lack of strong social, supportive or familiar networks. -Low self-esteem, negative attitudes. -Addictions and/or related illnesses.
EXPERIENCE #2 Dones+45	From 45 to 65 years old.	Women	Diverse, from primary education to university.	Diverse socio-economical status. The main part of participants was in a middle-class position.	None of them declare disability.	

EXPERIENCE #3 Objetivo50	45-65 years old.	Men and women	Diverse educational levels, mostly people with medium/high educational level.	People with wide professional experience, mostly on the administrative, technical or managerial levels	No.	
EXPERIENCE #4	Over 45 years old	Men and women	Diverse.	People in a situation of social vulnerability.		

Resources needed

	Time	Materials	Equipment	Costs
EXPERIENCE #1 Engrunes	Insertion process of 24 months.	Tools and means for the economical activity: trucks, vehicles, etc.	-Building installation of 1.288,71 m2 - Office desks and office rooms for professionals. - Meeting rooms and classrooms for interviews and individual and group sessions	125 000€ aprox (expenses of contracting beneficiaries).
EXPERIENCE #2 Dones+45	Project length was 6 months	Technological tools and dissemination materials.	Meeting rooms and individual offices Classrooms equipped for training sessions	8.400€
EXPERIENCE #3 Objetivo 50		Web page. Personal cards. Stationery.	A room in a public Civic Center	Related to transportation of associated people.
EXPERIENCE #4 Majors45	11 months	Pedagogical materials	Spaces and equipment owned by the "Assemblies Locals de Creu Roja" (Local Red Cross Assemblies) in the 10 municipalities where the project takes place.	480.100€

Human resources involved

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	Direction	Management	Technical tasks	Bureaucratic	Other
EXPERIENC E #1 Engrunes	One (1) President of the entity	Director, manager of the resource	One (1) Counsellor for the job insertion One (1) Counsellor for production	Assumed by the administrative staff of the entity (18)	Middle management staff in the production areas. Beneficiaries-workers
EXPERIENC E #2 Dones+45	One (1) director/coordinator.	.	Two (2) technical staff .		
EXPERIENC E #3 Objetivo50	President (1) and Committees	Secretariat (1 person), Treasury (1 person), counsellors. Human Resources Committee (5 people).	Diverse Committees: Web, International relations, SEMs, ICT. (8 people in total). "Communication" and "Projects" committees are to be created.	Data protection Committee (3 people)	*All tasks are done in a voluntary-basis. 14-15 volunteers (6h. per week or more) 10 volunteers(less than 6h. per week)
EXPERIENC E #4 Majors45	-	One (1) Coordinator	Ten (10) technical staff for counselling towards employment. Two (2) technical staff for prospection tasks.	One (1) administrative staff.	

Evaluation of the experience

	Monitoring methods	Assessment methods
EXPERIENCE #1 Engrunes	Own social procedure Daily follow-up Monthly or fortnightly tutorial sessions. Monthly meetings for technical coordination. External coordination in a regular basis.	Bimensal assessment. Final report. Technical coordination. External coordination.
EXPERIENCE #2 Dones+45	Bimensal working meetings with all implied staff. Internal tools of collaborative working following internal quality procedures.	Technical evaluation. Final report. Participant's evaluation through satisfaction questionnaires
EXPERIENCE #3 Objetivo50	Weekly meeting	General Assembly
EXPERIENCE #4 Majors45	ISO procedure for training actions; data registry on intranet; follow-up audits from ESF (European Social Fund) and other funders.	Qualitative and quantitative methods.

OUTCOMES

Level of compliance with the specific objectives expected (showed in percentages)

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	Obj. #1	Obj. #2	Obj. #3	Obj. #4	Obj. 5
EXPERIENCE #1 Engrunes	100%	95%	30%	72%	90%
EXPERIENCE #2 Dones+45	About 100%	About 100%	About 100%	About 100%	-
EXPERIENCE #3 Objetivo50	About 90%	About 60%	About 90%	60%	-
EXPERIENCE #4 Majors45	About 100%	About 45%	About 30%	35%	-

Action's results

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	Real results based on the original purpose of the action	Impact in the territory / institutions
EXPERIENCE #1 Engrunes	<p>PRE-EMPLOYMENT PHASE (2013)</p> <ul style="list-style-type: none"> ▪ Twelve (12) people over 45 years old have been included in this phase, from a total amount of twenty-six participants. ▪ Seven (7) people older than 45 years old will continue in the 2014 till they will be prepared to continue with their process to the insertion Company or the ordinary labour market, or either they change program. ▪ Ten (10) people have done a satisfactory pathway, which supposes the 83,3% of the total. <p>EMPLOYMENT PHASE- FUNDACIÓ ENGRUNES (2013)</p> <ul style="list-style-type: none"> ▪ Five (5) people older than 45 years old have been hired on 2013 in different job positions in Fundació Engrunes, among a total of thirteen participants. ▪ 80% of participants (12) have passed the probationary period. ▪ 100% of participants have accomplished their insertion plan. ▪ 85 % of participants have completely carried out satisfactory pathways in the employment phase. <p>EMPLOYMENT PHASE - ENGRUNES RECUPERACIÓ I MANTENIMENT SLU (2013)</p> <ul style="list-style-type: none"> ▪ Twenty- five (25) people over 45 years old have been hired during 2013, carrying out an insertion process in different job positions from the Insertion Company. The total amount of hired people in 2013 was 60. ▪ Seven (7) people have had a successful end of project. ▪ One (1) worker outplaced to the ordinary Labour Market after finalizing this phase. ▪ Six people (6) have successfully ended their process without encountering a job in the ordinary labour market, and have moved on to the Space for the job searching. ▪ One (1) person has been outplaced in the ordinary job market before finalizing this phase. ▪ Fifteen (15) people over 45 years old will continue their insertion process in 2014 till finalizing it. ▪ 92% of participants (58 people) passed the probationary period. ▪ 100% of them have accomplished their personalized pathway. <p>SPACE FOR JOB SEARCHING IN THE ORDINARY MARKET 2013</p> <ul style="list-style-type: none"> ▪ Five (5) people over 45 years old, that have finalized their insertion itinerary, have participated in the Space for Job Searching during 2013. ▪ 60% of people over 45 years old in this phase (3 people) have been outplaced in the ordinary Labour Market. In total, 8 people of different age groups have been outplaced in the Labour Market. 	<p>The impact of the program is focused mostly in Barcelona city (neighbourhoods North of Nou Barris, Ciutat Vella and Eixample) and the municipalities of: Montcada i Reixac, Sant Cugat del Vallès, Cerdanyola del Vallès, Corbera de Llobregat, Caldes de Montbui i Sentmenat.</p> <p>Main institutions collaborating in the program are:</p> <ul style="list-style-type: none"> ▪ Area for supporting youngsters under Guardianship or previously under Guardianship by the Regional Authority (Generalitat de Catalunya). ▪ Social Services of Barcelona City Council: Service of Social Insertion; Social Services Centers of the city neighborhoods of Roquetes, Ciutat Meridiana, Eixample, Casc Antic. ▪ Social Services of municipalities in the Metropolitan Area: Montcada i Reixac, Sant Cugat, Corbera, Cerdanyola, Setmenat, etc. ▪ CIRE, Centro de Iniciativas para la Reinserción. ▪ SAD de l' Hospitalet de Llobregat. ▪ Social Services from the Consorci de la Mina in Sant Adrià del Besòs. <p>Currently, there is a big amount of demands from public services and social entities to place workers in Engrunes projects.</p>

EXPERIENCE #2 Dones+45	21 women took part in the project. 4 out of 21 participants declared they were or have been working after the end of the project	All companies associated to the employer's association Cecot received a Newsletter. Also dissemination actions were done in the social networks. A press note was released with a high impact in local and national newspapers, at least one news agency, and local and regional radio programs.
EXPERIENCE #3 Objetivo50	150 associated people. 260 CV in the job exchange platform.	Presence in the media. Signature of Agreements with institutions. Presentation of the association to stakeholders through meetings.
EXPERIENCE #4 Majors45	They can not be assessed yet (project ongoing). A 32% of outplacement of participants in the ordinary market is expected.	<ul style="list-style-type: none"> ▪ In Catalonia, there are 10 territories where the project is already having an impact. 9 of them are from Barcelona Province. ▪ Diputació de Barcelona is implied in the project. ▪ Also the city council of one of the territories, Terrassa, is fully implied.

CONCLUSIONS

FEATURES IDENTIFIED

Four (4) different experiences have been identified in Catalunya region (Spain); all of them have been carried out by non-profit organizations and have different geographical scope; most of them are local and/or regional, though. Three (3) out of four experiences are continuous actions. In that cases latest developments (2013 and/or 2014) have been considered for the benchmarking.

NEEDS OR MOTIVATIONS THAT LED TO THE DEVELOPMENT OF THE PROGRAM

The diagnosis of the departing situation is in all cases focused both in structural and specific items.

In the one hand, all projects identify the social and economic crisis in Spain (started in 2008 as a consequence of the global financial crisis) as the main factor that explains the huge increase of unemployment and an element that justify intervention of social entities in the employment field. In the other hand, each project underlines different elements regarding specific difficulties that have their target group of intervention to access the labour market (such as lack of training, of self-confidence, experience, or working habits, existing social prejudices...), and thus each project proposes specific tools to face them. In most cases, the majority of these difficulties were the same before the crisis because they are related to the beneficiary's profile, being these difficulties just harder in a context of very high unemployment.

However, some projects mention specific elements strongly related to the social emergency situation created after the start of the economic crisis; strong life changes in people who had not social or economical problems before, change of beneficiaries profile of employment programs (from marginalized people to professionals and former middle class) and high impact of the loss of job in people over 45 because of being the only breadwinners in wide family networks marked by unemployment.

ACTION'S FEATURES

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The **socio-economic profile of participants** in each project is very diverse, besides sharing the age group. One of the projects is especially focused on people in a very severe social exclusion situation with high vulnerability (*Engrunes project*), while other of the experiences (*Objetivo 50 initiative*) is mostly aimed at people that have an educational level and a career development that place them in medium and high professional profiles. The other two experiences include more varied profiles, tending to an "average" or less extreme profile of participants.

Three (3) of the projects are specifically targeted to people over 45 years old, and another one (1) includes a wider age collective. However, the last have been considered relevant because of two aspects: firstly, a big part of participants are in this age range; and secondly, because of the profile of participants, who are long-term unemployed people, with similar needs to senior's ones. Thus, the methodology used can be worthy for projects targeted to this age group.

The main methodological issues are:

- ⇒ Two (2) of the selected best practices base their strategy in the **active involvement of participants in a specific activity**; whether a work activity (*Engrunes*) or the management of the entity itself (*Objetivo50*). The type of activity is very different in each case; physical and manual work, industrial tasks and used clothes gathering, in the first experience; management activities, dissemination tasks and advocacy related activities, among others, in the second experience. These differences are coherent with the different profile of people to which the action is targeted and their diverse abilities, needs and motivations. However, the approach of both projects **emphasizes the fact that being implied in an activity lead people to gain skills, self-esteem and relational network, besides being fundamental for motivation.**
- ⇒ The other two (2) selected best practices (*Majors45* and *Dones+45*) also work on the **motivational aspects**, but in these cases through **tutorial actions, individual coaching or group sessions**. That is, they focus in the **psychological care support for motivation, empowering and resilience.**
- ⇒ Both *Majors45* and *Engrunes* projects use **the pathways towards insertion methodology**, which **takes as starting point an initial individual diagnosis, recommends a series of actions** (Work Plan) for improving employability, **and gives support and follow-up actions** through the pathway. In the project called *Majors 45*, the pathway is the core of the action, while in *Engrunes* project this tool shares leading role with other ones. Another difference is that in the case of the *Engrunes* project, targeted to strongly excluded people that are vulnerable in a wide variety of aspects, the pathway methodology has an even more global and personalized character, and it is not mainly focused on improving employability, but on improving the personal stability in general.
- ⇒ Three of the projects emphasize the role of **training**, both in **transversal competences and in professional skills**. In the *Dones+45* experience, the main aim of the project is to promote training among participant women, giving them the motivation and knowledge they would

need to be able to self-lead their training strategies. It is thus oriented to give information about resources in the territory and tools for access them.

Otherwise, the *Majors45* and *Engrunes* projects offer themselves specific training as a core part of the initiative, both in transversal aspects and professional skills. Both of them, though, also disseminate and benefit of existing resources in the territory, inside and outside the organization.

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- ⇒ All the projects have a component of **relationship with the business world**, with more or less intensity; mainly for **job offers prospection**, but also for **awareness raising strategies** related to the worthiness of professional experience (Objetivo50) and/or the worthiness of vital experiences (Dones+45) as an asset for companies.
 - ⇒ Finally, *Dones +45* project is the only one that incorporates **gender perspective as a central element of the action**; all the project is conceived taking into account the specific needs and difficulties faced by women over 45 because of being women.

As a summary, the methodological tools and approaches used by the selected best practices are:

1. Active involvement of participants in a common activity.
2. Working in psychological aspects of empowerment, self-esteem and motivation through individual or group sessions.
3. Defining Pathways towards an improvement of employability, starting from an initial diagnosis, stablishing an Action Plan and undergoing regular personalized follow-up.
4. Training for the improvement of transversal competences and professional skills, whether inside the project itself or/and offering information about the existing training offer in the territory, and guidance for the improvement of the educational and training level.
5. Relationship with companies for job offers prospection and awareness raising actions about the values senior employers can offer to companies.
6. Introduction of gender perspective to detect specific difficulties for women and design of adapted materials and actions focused in overcoming distinguished difficulties.

OUTCOMES

Actions' results are related to the of number people taking part in the project, number of people successfully completing the program, outplacement of participants, number of people taking complementary actions (as training outside the program..) or number of CVs incorporated in job exchange platforms. Outcomes are varied, and difficult to compare because the criteria on how to gather outcomes is different in every project.

Compliance with objectives varies from 30% to 100% and is also hard to compare because of the different criteria to assess them, diverse grade of precision in the definition of objectives in the original project, diverse nature of the aspects assessed, etc.

#EXPERIENCE 1: Engrunes

A) BASIC INFORMATION ABOUT THE ACTION/EXPERIENCE

A1) Project's name ENGRUNES: inserción socio laboral de personas en exclusión (socio-labour insertion for excluded people)

A2) Dates in which the experience was implemented: From 01/01/2013 to 31/12/2013

A3) Code (If applicable) [-]

A4) Type of action

<input type="checkbox"/>	Exceptional	<input type="checkbox"/>	Regular	<input checked="" type="checkbox"/>	Continuous
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A5) Geographical scope

<input type="checkbox"/>	District	<input checked="" type="checkbox"/>	Local	<input type="checkbox"/>	Regional
<input type="checkbox"/>	National	<input type="checkbox"/>	European	<input type="checkbox"/>	International

A6) Contact data

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B) ACTION OVERVIEW

B1) Short description about the action/service/experience

Fundació Engrunes (Engrunes Foundation) offers a training program, a job and support to at risk workers. To participate in Engrunes programs, they should commit to accept and follow supportive actions from the Foundation in the training, labour and social fields. They should also assume and maintain the commitment to collaborate in the development of their Insertion Plan, till they are ready to access the ordinary labour market. Beneficiaries have been addressed from the Public Social Services.

The objective of Fundació Engrunes is to reach the rehabilitation, re-education and integration of excluded and marginalized people through the contract of employment and the management of social services, health care services, and educational and training services. It develops entrepreneurial activities, carried out directly by the Foundation, or through their Insertion Company (IC) "Engrunes. Recuperació i Manteniment SLU". An Insertion Company (Empresa de Inserción) is a non-profit legal figure for companies developing entrepreneurial activities without profit aims and undergone by at-risk or socially excluded workers.

The implementation of the project *Socio-labour insertion for excluded people* in 2013, has 3 phases, depending on the starting situation of each participant: Pre-employment phase, Employment Phase (in the Fundació Engrunes and/or in the Company "Engurnes"), and Space for Job Searching.

Participants in the project have different profiles that led them to a situation of very severe social exclusion (disabled, homeless, youngsters raised in public institutions...). Being over 45 and in long-term unemployment situation is one of the few criterions of inclusion in the program. The collective of people over 45 years old is important (47 people), representing the 40% of the total participants. Older people find extra difficulties due to their age, so specific support and follow-up is given.

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B2) Action include (please, choose many options as you identify in your action):

<input checked="" type="checkbox"/>	Advising	<input checked="" type="checkbox"/>	Guidance	<input checked="" type="checkbox"/>	Counselling
<input checked="" type="checkbox"/>	Training	<input checked="" type="checkbox"/>	Intermediation	<input checked="" type="checkbox"/>	Other: please, describe it in the box below:

Support to labour insertion: The methodological approach of Fundació Engrunes and its Insertion Company contains two dimensions regarding the support to job insertion: counselling regarding production and counselling aimed at labour insertion. It is given by two professional profiles which are fundamental to develop the program: The counsellor supporting the labour insertion, and the counsellor supporting production.

To give support for the insertion means to constantly review the actions undergone, to have an open dialogue with the beneficiaries, to be receptive to their demands and to acknowledge the environment, through tutorial meetings with the participant.

C) SITUATION THAT SEEKS TO RESPOND

C1) Diagnosis of the problem	<p>Our society is experiencing important changes and transformations. In one hand, Changes in the Economy, the organization of work, and the working habits. In the other hand, changes in the cultural and social life, and a new technology revolution. And to cap it all, the current and serious economic crisis that affects Spain and a big part of the world, started in 2008, which increases the situations of marginalization and social exclusion.</p> <p>Among the nearly 6 million unemployed, people older than 45 years old are one of the collectives encountering biggest difficulties to access an employment contract.</p> <p>The profile of people redirected to Fundació Engrunes' services is mostly a man, with low educational level, and with working experience, especially in the construction sector and the services sector. They have huge difficulties to access the labour market and have been unemployed by about 2 or 3 years. Other social exclusion factors have to be added to these difficulties: housing problems (eviction, difficulties for accessing...), health problems, and problems related to discrimination for being immigrants, from an ethnical minority, and/or for their age.</p>
C2) Methodology used to diagnose it	<p>Analysis of data from the user's selection process</p> <p>Socio-labour interviews</p> <p>Social Service's assessment of needs for socially excluded people.</p>
C3) Conclusions of the diagnosis	<ul style="list-style-type: none"> Socio-labour insertion is one of the more effective tools for fighting against social exclusion and marginalization. Insertion companies or

	<p>non-profit organizations with similar scope are a powerful tool to facilitate the labour insertion processes for people over 45 with difficulties to access labour market.</p> <ul style="list-style-type: none"> ▪ Working activities and an active training are the needed tools for the socio labour insertion. Working is a suitable element that helps to boost and develop the rehabilitation, re-education and integration of socially excluded people. But this task has to be accompanied by an educational support. ▪ The economic activities in the environment sector (waste recollection, "green point" management, 2nd hand clothes gathering ...), as well as the building maintenance and rehabilitation, give the opportunity to train workers in different trades. ▪ Support and counselling is a key element for a successful socio-labour insertion of socially excluded people. Caring for participants is an important part for reaching the objectives. ▪ Implication of local Social Services is an essential part of the socio-labour insertion process. Coordination of actions between technical referents from the project and Social Services agents in the territory is indispensable.
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D) ACTION FEATURES

D1) General objective	Promoting social and Labour insertion of at-risk and socially excluded people, through an employment contract and the design of a personalized pathway.
D2) Specific objectives (please, add many rows as you need)	1- To provide active training to participants in their job position.
	2- To promote the acquisition and/or recuperation of positive working habits and attitudes.
	3- To stimulate participants interest on improving their training and professional qualification.
	4- To promote the outplacement of these people in the ordinary labour market.
	5- To give personal and educational support to participants, aiming to help them reach a personal stability and greater autonomy.

D3) Stakeholders involved in the programme (please, choose many options as you identify with your action)

		Enterprises		Private bodies		Trade unions
	x	Employer's federation/association		Public services/authorities		Other: please, describe it in the box below:

<p>D4) Methodology (please, add many rows as you need)</p>	<p>Step 0: Welcome and selection. This step or phase lasts for about 2 months, and has different <i>moments</i>:</p> <ul style="list-style-type: none"> ➤ The selection and access: In this phase it is accredited the person's situation of exclusion. Also their needs and possibilities of insertion are defined. <p>People who <u>may be able to take a job position</u>, has two interviews:</p> <p>Job interview: in which RRHH from the Insertion Company decide if they are suitable for the job position.</p> <p>Social Interview: Once the person has been accepted for the job position, a social interview takes place to be aware of their social needs.</p> <p>People who <u>has not an appropriate profile for a job position</u> but who may become able after a Pre-employment program, can be sent to this program. However there are few places in pre-employment and only when there is a vacant the entrance is open. The selection criterion is based on both social needs and expected improvement.</p> <ul style="list-style-type: none"> ➤ Welcome and incorporation: Before incorporation to the selected program, the expectations of participants are asserted and clarified; they should understand that either their participation in the pre-employment program, or their job position in the Insertion Company (IC) is and should be transitory. ➤ Initial Diagnosis: Once the person has been included in one of the programs, and in parallel to his or her integration to the Foundation or the IC, the core of the intervention will be defined. It will progressively be modified as it is developed. <hr/> <p>Step 1: Pre-Employment phase People who are not ready to undertake an employment programme can be included in this pre-employment program till they are prepared to take a job position.</p> <p>Participants are beneficiaries of public benefits, in a situation of very severe social exclusion, such as homeless people, and who have not the basic skills and/or habits to start to work. Methodology used is as follows:</p> <ul style="list-style-type: none"> ➤ Pre-employment insertion plan: a personalized Action Plan is defined, based on initial diagnosis. ➤ Training: In this phase, they take a 15 hours short course of in basic technical skills for working on waste recycling; further, they take weekly classes on Fridays on general skills as Catalan language or basic maths, social and labour abilities, everyday economy, or others. ➤ Tutorial sessions and counselling: Progress in the Personal Action Plan is assessed and supported by personal follow-up meetings with their counsellor.
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	<p>Step 2 Performance in the job place and improvement of employability.</p> <p>The objective in this phase/step is to back the acquisition and development of competencies both professional and personal, as well as other transversal competencies. This phase lasts from 6 to 24 months. People sign an employment contract either for working in the Insertion Company or in the Foundation.</p> <ul style="list-style-type: none"> ➤ Probationary Period: After the signature of the contract, there is a 2 months probationary period, in which participants have strong support by tutors in order to facilitate a successful incorporation. Workers have to demonstrate they are able to fulfil the basic requirements for the job position. ➤ Design of the Personalized Insertion Plan: Once the probationary period is passed, a Personal Action Plan is designed, the "Road Map". It contains aspects to improve in the labour and personal life, actions to undertake and training recommended. ➤ Production: During the period of contract, workers have to fulfil their professional duties in the Company or in the Foundation. They have tutorial meetings in a regularly basis with their Production Counsellor, regarding their performance in the job position. Furthermore, they have also tutorial sessions with their Insertion Tutors, to follow-up the progress in their Insertion Plan.
	<p>Step 3 Transition to the ordinary labour market.</p> <p>Is the moment when the learning process concludes, and different actions are carried out, aimed at the incorporation to the ordinary (not protected) labour market. The training and support on searching techniques starts in the last 3 months of contract.</p>

D5) Procedures (please, add many rows as you need)		
	TECHNIQUES	TECHNOLOGIES
1	Selection and redirecting of people	Computer equipment and software
2	Labour interview. Social interview.	Computer equipment and software
3	Employment contract	
4	Action plan on training and socio-labour insertion.	Computer equipment and software
5	Tutorial sessions. Follow-up and support to people in the insertion process.	Computer equipment and software
6	Bimensorial assessment.	Computer equipment and software
7	Final report	Computer equipment and software
8	Exit to the ordinary market	Computer equipment and software

<p>D6) Target group characteristics (please, add many rows as you need)</p>	<p>Age Older than 45</p>
	<p>Gender Mostly men.</p>
	<p>Educative level Low educational level School leavers</p>

	No school enrolment
	Socioeconomic background Low socio-economical level. Indebt problems.
	Disabilities Only 2 participants out of 47 were disabled.
	Other characteristics <ul style="list-style-type: none"> - Housing problems: Homelessness. Problems of house evictions. - Health problems - Lack of strong social and supportive networks and/or lack of strong familiar networks. - Low self-esteem, negative attitudes. - Addictions and/or related illnesses. - Immigrant people with lack of language and cultural understanding skills.

D7) Resources	Time	Insertion process of 24 months.
	Materials	Tools and means for the economical activity: trucks, vehicles, etc.
	Equipment	<ul style="list-style-type: none"> - Building installation of 1.288,71 m2 - Office desks and office rooms for professionals. - Meeting rooms and classrooms for interviews and individual and group sessions.
	Costs	125 000€ aprox (expenses of contracting beneficiaries).
D8) Human resources involved	Direction	1 President of the entity
	Management	1 Director, manager of the resource.
	Technical tasks	1 Counsellor for the job insertion 1 Counsellor for production
	Bureaucratic	Bureaucratic tasks are assumed by the administrative staff of the entity (18 people), assigned to several projects.
	Others jobs	Middle management staff in the production areas. Beneficiaries-workers.
D9) Monitoring methods	Own social procedure Daily follow-up Monthly or fortnightly tutorial sessions. Monthly meetings for technical coordination. External coordination in a regular basis.	
D10) Assessment methods	Bimensal assessment. Final report. Technical coordination. External coordination.	

E) OUTCOMES

E1) LEVEL OF	Specific objective 1 To provide active training to	100% of people over 45 have received active training in their job
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<p>COMPLIANCE WITH THE SPECIFIC OBJECTIVES EXPECTED (please, this question is referred to D2. (Add many rows as you need).</p>	<p>participants in their job position.</p>	<p>position.</p>
	<p>Specific objective 2 To promote the acquisition and/or recuperation of positive working habits and attitudes.</p>	<p>95% of participants have satisfactorily acquired and/or recuperate their working habits and attitudes.</p>
	<p>Specific objective 3 To stimulate participants interest on improving their training and professional qualification.</p>	<p>30% of participants have undertaken some external training (professional specific training, training in job health and risk prevention, or others) that have improved their professional qualifications.</p>
	<p>Specific objective 4 To promote the outplacement of these people in the ordinary labour market.</p>	<p>In a 75% it was achieved that participants were prepared to incorporate in the ordinary labour market, and have increased their employability.</p>
	<p>Specific objective 5 To give personal and educational support to participants, aiming to help them reach a personal stability and greater autonomy.</p>	<p>90 % of people were able to improve their personal situation and have reached a grater autonomy and personal stability.</p>
<p>E2) Real results based on the original purpose of the action</p>	<p>PRE-EMPLOYMENT PHASE (2013)</p> <ul style="list-style-type: none"> ⇒ Twelve (12) people over 45 years old have been included in this phase, from a total amount of twenty-six participants. ⇒ Seven (7) people older tan 45 years old will continue in the 2014 till they will be prepared to continue with their process to the insertion Company or the ordinary labour market, or either they change program. ⇒ Ten (10) people have done a satisfactory pathway, which supposes the 83,3% of the total. <p>EMPLOYMENT PHASE- FUNDACIÓ ENGRUNES (2013)</p> <ul style="list-style-type: none"> ⇒ Five (5) people older tan 45 years old have been hired on 2013 in different job positions in Fundación Engrunes, among a total of thirteen participants. ⇒ 80% of participants (12) have passed the probationary period. ⇒ 100% of participants have accomplished their insertion plan. ⇒ 85 % of participants have completely carried out satisfactory pathways in the employment phase. <p>EMPLOYMENT PHASE - ENGRUNES RECUPERACIÓ I MANTENIMENT SLU (2013)</p> <ul style="list-style-type: none"> ⇒ Twenty- five (25) people over 45 years old have been hired during 2013, carrying out an insertion process in different job positions fro the Insertion Company. The total amount of hired people in 2013 was 60. ⇒ Seven (7) people have had and successful end of project. 	

	<ul style="list-style-type: none"> ▪ One (1) worker has been outplaced to the ordinary Labour Market after finalizing this phase. ▪ Six people (6) have successfully ended their process without encountering a job in the ordinary labour market, and have moved on to the Space for the job searching. <p>⇒ One (1) person has been outplaced in the ordinary job market before finalizing this phase.</p> <p>⇒ Fifteen (15) people over 45 years old will continue their insertion process in 2014 till finalizing it.</p> <p>⇒ 92% of participants (58 people) have got past the probationary period.</p> <p>⇒ 100% of them have accomplished their personalized pathway.</p> <p>SPACE FOR JOB SEARCHING IN THE ORDINARY MARKET 2013</p> <p>⇒ Five (5) people over 45 years old, that have finalized their insertion itinerary, have participated in the Space for Job Searching during 2013.</p> <p>⇒ 60% of people over 45 years old in this phase (3 people) have been outplaced in the ordinary Labour Market. In total, 8 people of different age groups have been outplaced in the Labour Market.</p>
<p>E3) Impact in the territory / institutions</p>	<p>The impact of the program is focused mostly in Barcelona city (neighbourhoods North of Nou Barris, Ciutat Vella and Eixample) and the municipalities of: Montcada i Reixac, Sant Cugat del Vallès, Cerdanyola del Vallès, Corbera de Llobregat, Caldes de Montbui i Sentmenat.</p> <p>Main institutions collaborating in the program are:</p> <ul style="list-style-type: none"> ▪ Area for supporting youngsters under Guardianship or previously under Guardianship by the Regional Authority (Generalitat de Catalunya). ▪ Social Services of Barcelona City Council: Service of Social Insertion; Social Services Centers of the city neighborhoods of Roquetes, Ciutat Meridiana, Eixample, Casc Antic. ▪ Social Services of municipalities in the Metropolitan Area: Montcada i Reixac, Sant Cugat, Corbera, Cerdanyola, Setmenat, etc. ▪ CIRE, Centro de Iniciativas para la Reinserción. ▪ SAD de l' Hospitalet de Llobregat. ▪ Social Services from the <i>Consorci de la Mina</i> in Sant Adrià del Besòs. <p>Currently, there is a big amount of demands from public services and social entities to place workers in Engrunes projects.</p>

#EXPERIENCE 2:Dones+45

A) BASIC INFORMATION ABOUT THE ACTION/EXPERIENCE

A1) Project's name Dones+45 (Women+45): Challenges for outplacement.

26 A2) Dates in which the experience was implemented: From 01/07/2013 _ to 31/12/2013

A3) Code (If applicable) []

A4) Type of action

<input checked="" type="checkbox"/>	Exceptional	<input type="checkbox"/>	Regular	<input type="checkbox"/>	Continuous
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A5) Geographical scope

<input type="checkbox"/>	District	<input type="checkbox"/>	Local	<input checked="" type="checkbox"/>	Regional
<input type="checkbox"/>	National	<input type="checkbox"/>	European	<input type="checkbox"/>	International

A6) Contact data

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B) ACTION OVERVIEW

B1) Short description about the action/service/experience

The project was targeted to unemployed women over 45 years old. It was developed in different phases:

- 1. Re-conceptualization of tools for attention:** adaptation of existing insertion tools for the improvement of the access to the labour market to the specific collective to whom the project is targeted.
- 2. Linkage with companies:** companies are contacted for two different scopes: in the one hand, to facilitate their access to the job exchange platform; in the other hand, to raise awareness among companies, promoting a positive perception of the benefits (economical and organizational) of hiring women with wide experience, both in the personal and labour field.
- 3. Personalized follow-up for the outplacement and the personal recovery;** a searching itinerary is proposed, and specific tools are given.
- 4. Group coaching for promoting self-training:** group sessions where resources and tools for the self-training are given. The objective is that women become able to train themselves in a more efficient and autonomous manner.

5. Group modules for resilience: workshops for improving the motivation (support to the personal accompaniment, role changing processes, management of new situations in life...).

B2) Action include (please, choose many options as you identify in your action):

x	Advising	x	Guidance	x	Counselling
x	Training	x	Intermediation	x	Other: please, describe it in the box below:

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- Re-definition of specific methodology: In the initial moment of the project, a methodological work was done to define the working tools: re-conceptualizing the tools and Guides for the insertion targeted to unemployed women over 45 years old.
- Dissemination among stakeholders: once the methodology was revised and defined, dissemination actions were undertaken through social media and mailing list.
- Prospection of job offers. An informative leaflet has been used to raise awareness among companies, as well as an awareness raising protocol.

C) SITUATION THAT SEEKS TO RESPOND

<p>C1) Diagnosis of the problem</p>	<p>Last years, due to the deep social and economical crisis, unemployment has been rising considerably, affecting all collectives. Women are also suffering this situation.</p> <p>The profile of people at risk of being socially excluded has changed, and women that have previously been in a stable socio-economic situation, have become part of this new at-risk collectives, especially those who are without job and at-risk of poverty.</p> <p>In Catalonia, in the moment when the project took place (2013), there were more than 130.000 women over 45 years old in unemployment; nearly the 40% of feminine unemployment.</p> <p>There are a series of factors that put difficulties to women in their possibilities of insertion. The 3 main factors are:</p> <ul style="list-style-type: none"> - Age: it is an indicator with negative charge. The older the age is, the lowest the possibilities of accessing to job offers. - Education and training level: older women continue to have a much lower educational level than men in their age. Thus job opportunities are more inaccessible. - Family charges: family and care responsibilities are still socially perceived as a woman's duty. This perception is usually shared by women, who put these duties before job opportunities; by their family and companions, who delegate to them these tasks; and by employers, who usually have the prejudice that women will not be fully available for the job position, regardless of whether they have or not these family charges. <p>Furthermore, the own feminine condition exercises a distinctive</p>
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	limitation in the access to the Labour Market, due to the survival of prejudices, stereotypes and discriminatory practices, as well as the self-perception of women coherent to these limiting prejudices.
C2) Methodology used to diagnose it	<ul style="list-style-type: none"> ▪ Data analysis of user's profile in the Job Exchange platform of the Foundation. ▪ Data from EPA (Encuesta de Población Activa / Active Population Survey). ▪ Data from the Employment Observatory from the Enterprises and Employment Department from the Generalitat de Catalunya (Regional Government). ▪ Revision of existing bibliography.
C3) Conclusions of the diagnosis	<ul style="list-style-type: none"> ▪ The establishment of a personalized strategy for improving the self training level, as well as the increasing of self-esteem and the self-perception of women over 45 years, can increase your opportunities of insertion in the Labour Market.

D) ACTION FEATURES

D1) General objective	Improving the opportunities for outplacement of women over 45 years old.
D2) Specific objectives (please, add many rows as you need)	1- Promoting motivation for the outplacement.
	2- Giving tools for the training and the self-training.
	3- Improve the personal self-perception of women: increase their self-esteem, their capacity of working, their attitude in the job search and the perseverance.
	4- To acquire abilities of self-learning: users should acquire specific knowledge about tools and resources for self-training according to their profile and needs .

D3) Stakeholders involved in the programme (please, choose many options as you identify with your action)

X	Enterprises		Private bodies		Trade unions
x	Employer's federation/association	x	Public services/authorities		Other: please, describe it in the box below:

D4) Methodology (please, add many rows as you need) jo	<p>Step 1 Reconceptualization of outplacement tools. In this first phase technical staff worked on adapting, testing and improving the existing tools, taking into account the methodological needs of working with the targeted collective. To do so, gender and age-driven issues have been taken into account, as well as specific characteristics of women over 45 such as low educational level, high family responsibilities, and self-perception according to prejudices that push women to see themselves in a subsidiary position.</p>
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	<p>Step 2 Linkage with enterprises. This step consisted in a pro-active task of contacting companies in the region, for a double purpose:</p> <ul style="list-style-type: none"> - Prospection of job offers, information of the job exchange platform and offering of candidatures from people in the project. These activities kept the job exchange platform active during the length of the project, offering opportunities of employment to participant women. - Awareness raising campaign with companies: it consisted in the publication and distribution of leaflets during the prospection task, and an awareness protocol. The content of the campaign aimed to promote a positive perception of the benefits (economical and organizational) that have for the company hiring women with wide experience, in the personal and labour field.
	<p>Step 3 Group coaching sessions for the promotion of self-learning In this group sessions, women can share experiences and gain motivation to improve their training and thus increase their employability level as well. The re-conceptualized tools are provided, and general tips for being in the professional field are given to women. Up-to-date information about local resources for training, subsidized courses, formal education opportunities, on-line training and other practical updated tips were handed-in and explained in the sessions.</p>
	<p>Step 4 Group modules about resilience Participants to this project were people facing important changes in their life, and/or who need to leave behind limiting self-perceptions and prejudices in order to be more learning-driven and thus increase their opportunities.</p>

D5) Procedures (please, add many rows as you need)		
	TECHNIQUES	TECHNOLOGIES
1	New tools designing	Computer equipment and software. Information and communication technologies.
2	Dissemination among stakeholders	Computer equipment and software. Information and communication technologies.
3	New job positions prospection.	Computer equipment and software. Information and communication technologies.
4	Awareness raising campaign among companies.	Computer equipment and software. Information and communication technologies.
5	Individualized sessions	Computer equipment and software. Information and communication technologies.
6	Group coaching sessions	Computer equipment and software. Classrooms equipped with projector.

D6) Target group characteristics (please, add many rows as you need)	Age From 45 to 65 years old.
	Gender Women.
	Educative level Diverse, from primary education to university.
	Socioeconomic background Diverse socio-economical status. The main part of participants was in a middle-class position.
	Disabilities None of them declare disability.
	Other characteristics

D7) Resources	Time	Project length was 6 months
	Materials	Technological tools and dissemination materials.
	Equipment	Meeting rooms and individual offices for personal interviews and working meetings. Classrooms with necessary equipment to carry out training sessions
	Costs	8.400€
D8) Human resources involved	Direction	One (1) director/coordinator.
	Management	
	Technical tasks	Two (2) technical staff for developing the project.
	Bureaucratic	
	Others jobs	
D9) Monitoring methods	Working meetings with all staff implied in the project have been established in a regular basis (bimensual). Internal tools of collaborative working (following the internal quality procedures for management and work).	
D10) Assessment methods	Technical evaluation. Final report. Participant's evaluation through satisfaction questionnaires.	

E) OUTCOMES

E1) LEVEL OF COMPLIANCE WITH THE SPECIFIC OBJECTIVES EXPECTED (please, this question is referred to D2. (Add many rows as you need).	Specific objective 1 Promoting motivation for the outplacement.	100% approx.. According to the self-evaluation participants made by their own, at the end of the project their motivation have increased in all cases.
	Specific objective 2 Giving tools for the training and the self-training.	100% approx. All participants have received information, documentation

		and training modules in which this tools have been given.
	<p>Specific objective 3 Improve the personal self-perception of women: increase their self-esteem, their capacity of working, their attitude in the job search and the perseverance.</p>	<p>100% approx.. According to the self-evaluation made by participants at the end of the project.</p>
	<p>Specific objective 4 To acquire abilities of self-learning: users should acquire specific knowledge about tools and resources for self-training according to their profile and needs .</p>	<p>100% approx. According to the self-evaluation made by participants at the end of the project.</p>
E2) Real results based on the original purpose of the action	<p>21 women took part in the project.</p> <p>After finalizing the project, 4 out of 21 participants declared to be working or have been working .</p>	
E3) Impact in the territory / institutions	<p>All companies associated to the employer’s association Cecot received a Newsletter. Also dissemination actions were done in the social networks.</p> <p>A press note was released with a high impact, among others in this media:</p> <ul style="list-style-type: none"> - Europa Press (news agency) - Diario de Terrassa (local newspaper) - La Vanguardia (national newspaper) - El mundo - suplemento innovadores (newspaper’s supplement). - Radio program “els matins en xarxa ” in the Radio Station Xarxa de comunicació local” (local radio). - Radio program “El matí”, in the radio station “Cope” (National radio, program of regional scope). <p>Furthermore, due to the innovative perspective of the program and the profile of targeted participants, the Foundation has presence in the final conference of the European project “Linkage”, invited by the University of Barcelona.</p>	

#EXPERIENCE 3:Objetivo 50

A) BASIC INFORMATION ABOUT THE ACTION/EXPERIENCE

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A1) Project's name **ASOCIACIÓN OBJETIVO50** (OBJECTIVE50 ASSOCIATION)

A2) Dates in which the experience was implemented: From September 2009 (currently in development)

A3) Code (If applicable) []

A4) Type of action

<input type="checkbox"/>	Exceptional	<input type="checkbox"/>	Regular	<input checked="" type="checkbox"/>	Continuous
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A5) Geographical scope

<input type="checkbox"/>	District	<input type="checkbox"/>	Local	<input checked="" type="checkbox"/>	Regional
<input checked="" type="checkbox"/>	National	<input type="checkbox"/>	European	<input checked="" type="checkbox"/>	International

A6) Contact data

Person for contact: Ana Quintillà
 Organisation : Asociación Objetivo 50
 Position: President
 Phone number/Fax (+34) 656 555 477 – 691 380 396
 E-Mail presidencia@objetivo50.org

B) ACTION OVERVIEW

B1) Short description about the action/service/experience

OBJETIVO 50 was created following the model of two European associations that work with the same objective: OBJECTIF50 in France and OBIETTIVO50 in Italy. Firstly targeted to unemployed people over 50 years old, the access age has nowadays dropped to 45. In Spain, it counts on nearly 150 associated people, and its Job Exchange Platform contains about 250 CVs.

The initiative's strategy is based on the self-implication of the over 45 years old professionals in the management of the entity, giving themselves reciprocal support, boosting its own professional promotion, and increasing awareness raising in society about the value of having professional experience. Active implication constitutes a source of motivation and learning that is fundamental for the continuity in the Labour Market.

The entity pretends to take in people in difficult moments, and to change the concept of "job searching" for the concept of "services selling". Thus it provides to SMEs a network of experienced professionals. The association has established also a network of contacts with public and private institutions, to carry out specific actions for promoting Senior employment and with the aim, also, to detect synergies and opportunities of collaboration relevant for OBJETIVO 50 (European Programs, signature of Collaboration Agreements...).

B2) Action include (please, choose many options as you identify in your action):

	Advising		Guidance		Counselling
	Training	x	Intermediation	X	Other: please, describe it in the box below:

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Active participation in Committees (Vocalías).
Welcome meetings
Lobbing

C) SITUATION THAT SEEKS TO RESPOND

C1) Diagnosis of the problem	<p>There is a huge amount of people over 45 years old that due to the crisis are going to encounter big difficulties to maintain themselves in the Labour Market.</p> <p>Previous to the crisis, this was an age group that already had special difficulties to find a new job in case they got unemployed. Experiences in France and Italy, based on auto-organization to reach new opportunities, have revealed to be successful in that period. These kinds of initiatives are even more needed after the beginning of the economic crisis.</p> <p>Besides, nowadays society is shifting values, and <i>experience</i> is losing its previous place as an important positive value; this shift is diminishing senior's professional opportunities.</p>
C2) Methodology used to diagnose it	<p>Work meetings between affected people. Exchange of experiences with other associations at European level.</p>
C3) Conclusions of the diagnosis	<p>It is possible to promote the professional improvement of people over 45 years old, as well as to raise awareness among stakeholders about the advantages of hiring experienced professionals, through the association and implication of people over 45.</p>

D) ACTION FEATURES

D1) General objective	Supporting professional improvement and promoting employment opportunities for people over 45.
D2) Specific objectives (please, add many rows as you need)	1- To take in people over 45 years old that face difficulties in the employment field, offering them support in difficult moments.
	2- To boost the professional promotion of people over 45 years old who have held managerial, executive, administrative or technical posts.
	3- To make available for SMEs a network of experienced professionals in the field of industry, trade and services.
	4- To promote a shift on values that would give relevancy to professional experience.

D3) Stakeholders involved in the programme (please, choose many options as you identify with your action)

	Enterprises	x	Private bodies		Trade unions
x	Employer's federation/association	x	Public services/authorities	x	Other: please, describe it in the box below:

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People over 45 years old looking for a job, that have professional experience as middle and senior managers, or in technical and administrative posts.

<p>D4) Methodology (please, add many rows as you need)</p>	<p>Step 1 Welcome meeting. Welcome open meetings are carried out regularly, to give general information to people who have shown interest in the association through internet or other means. They can then decide if they want to become a member of the association, and if they want to get involved in one of the committees. Besides, it is explained which kind of volunteer work is required in case they feel like collaborating, as well as which are the channels for participating and giving their views to the association.</p>
	<p>Step 2 Incorporation to the job Exchange Platform. Either before or after the welcome meeting, people can introduce their profile in the job Exchange Platform, in order to give their professional services to interested SMEs. It is not needed to be a formal member of the association to benefitiate of the intermediation services.</p>
	<p>Step 3 Incorporation to the Committees Different committees, fully conformed by volunteer members of the association, decide, manage and work on all aspects of the association, from communication to institutional relations, legal aspects, or others.</p> <p>More implied <i>seniors</i> beneficiate of participating in the committees, maintaining themselves active, with responsibilities, and feeling themselves useful for the community and part of society, which reinforce self-esteem.</p> <p>Looking for solutions from mutual organization with equals also helps them to feel themselves empowered, able to be protagonists of the solution of their problems and thus in charge of their life.</p> <p>Regular meetings help also to maintain an active social life, and find people with whom they could feel emotionally supported.</p> <p>Finally, the volunteer work in the organization brings people the opportunity to learn new skills, improve their performance, gain a network of professional contacts and in consequence increase their employability and opportunities.</p>

D5) Procedures (please, add many rows as you need)

	TECHNIQUES	TECHNOLOGIES
1	Welcome meetings	Web page
2	Regular meetings	E-mail

3	Meetings with stakeholders (public administrations, enterprises, non lucrative entities, employer's associations...)	Institutional e-mail server.
4	Dissemination through media (participation in radio programmes, press notes, TV...)	

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D6) Target group characteristics (please, add many rows as you need)	Age 45-65 years old.
	Gender Men and women
	Educative level Diverse educational levels, mostly people with medium/high educational level.
	Socioeconomic background People with wide professional experience, mostly on the administrative, technical or managerial levels.
	Disabilities No.
	Other characteristics -

D7) Resources	Time	
	Materials	Web page. Personal cards. Stationery.
	Equipment	A room in a public Civic Center.
	Costs	Related to transport of associated people.
D8) Human resources involved	Direction	President (1) and Committees.
	Management	Secretariat (1 person), Treasury (1 person), counsellors. Human Resources Committee (5 people).
	Technical tasks	Diverse Committees: Web, International relations, SEMs, ICT. (8 people in total). "Communication" and "Projects" committees are to be created.
	Bureaucratic	Data protection Committee (3 people)
		All tasks are done by volunteer members of the association. In total they are collaborating about 14-15 volunteers with an intensive dedication (about 6 hours a week), and 10 other volunteers with smaller dedication.
D9) Monitoring methods	Weekly meeting	
D10) Assessment methods	General Assembly	

E) OUTCOMES

E1) LEVEL OF COMPLIANCE WITH	Specific objective 1 To take in people over 45 years old that face difficulties	90 % approx
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THE SPECIFIC OBJECTIVES EXPECTED (please, this question is referred to D2. (Add many rows as you need).	in the employment field, offering them support in difficult moments.	
	Specific objective 2 To boost the professional promotion of people over 45 years old who have held managerial, executive, administrative or technical posts.	60 % approx
	Specific objective 3 To make available for SMEs a network of experienced professionals in the field of industry, trade and services.	90 % approx
	Specific objective 4 To promote a shift on values that would give relevancy to professional experience.	60 % approx
E2) Real results based on the original purpose of the action	150 associated people. 260 CV in the job exchange platform.	
E3) Impact in the territory / institutions	Presence in the media. Signature of Agreements with institutions. Presentation of the association to <i>stakeholders</i> through meetings.	

#EXPERIENCE 4: Majors45

A) BASIC INFORMATION ABOUT THE ACTION/EXPERIENCE

A1) Project's name: #MAJORS45: Itineraris Integrals per a persones amb dificultats d'Inserció (Older than 45: Integral Pathways for people of difficult outplacement)

A2) Dates in which the experience was implemented: From _01/02/2014 to - currently ongoing (expected ending date 31/12/2014).

A3) Code (If applicable) []

A4) Type of action

<input type="checkbox"/> Exceptional	<input type="checkbox"/> Regular	<input checked="" type="checkbox"/> Continuous
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A5) Geographical scope

<input type="checkbox"/> District	<input checked="" type="checkbox"/> Local	<input checked="" type="checkbox"/> Regional
<input type="checkbox"/> National	<input type="checkbox"/> European	<input type="checkbox"/> International

A6) Contact data

Person for contact: Sonia Giménez Bono

Organisation : Creu Roja (catalan Red Cross)
 Position: Technical Coordinator for Employment Programs.
 Phone number/Fax 934890054
 E-Mail: sonia@creuroja.org

B) ACTION OVERVIEW

B1) Short description about the action/service/experience

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#Majors45 (older45) is a project based on personalized pathways towards outplacement, devoted to unemployed people older than 45 years old.

#Majors45 is part of the programs on **Personalized pathways towards employment** carried out by Cruz Roja (Spanish Red Cross) in the framework of the Operative Pluriregional Program "Lucha contra la Discriminación" (Fighting against discrimination). It is co-funded by the European Social Fund (ESF), the Diputació de Barcelona (Barcelona's provincial administration), and the City Council of Terrassa. The initiative has also economical support from Red Cross. The expected length of the project is one year (till December 2014), with possibilities to be continued depending on the approval of structural funds.

The main objective of the action is improving employability of jobless people older than 45 years old, and bringing them closer to the labour market.

It is based in the methodology of *Personalized pathways towards employment*, which contains orientation, training and labour intermediation actions.

B2) Action include (please, choose many options as you identify in your action):

X	Advising	X	Guidance	x	Counselling
x	Training	x	Intermediation		Other: please, describe it in the box below:

C) SITUATION THAT SEEKS TO RESPOND

C1) Diagnosis of the problem

In a context of economical crisis, people over 45 years old encounter special barriers that limit their process of accessing Labour Market.

These workers and professionals often face the necessity of changing job sector. It could be due to the fact that their sector of origin is in decline; or because their original sector requires now new skills that they lack off; or because they are not competitive inside that sector anymore; etc.

Further, their knowledge could be out of date, especially their NT (new technologies) related knowledge and knowledge about the procedures for making an active job search.

The change of their living situation and the difficulties to access a job place can lead them to discouragement, and also to deactivation (exit from the Labour market), taking into account that an important part of them are in a long-term unemployment situation (more than a year).

People over 45 are often the lifeblood and key breadwinners of the economy of their family. Thus, their loss of job and incomes could affect the whole family group, deteriorating their social and economical situation.

C2) Methodology used to diagnose it	<p>Analysis of results of the 6th Study of the "Observatori de la Vulnerabilitat Social" (Social Vulnerability Observatory) of the entity.</p> <p>Technical analysis based on the experience gained by giving support to users.</p> <p>Revision of aggregated data from users and their special needs.</p> <p>Analysis of statistical data about outplacement.</p> <p>Revision of existing bibliography.</p>
C3) Conclusions of the diagnosis	<p>People older than 45 years old are a priority target group to be beneficiary of actions from the organization (Cruz Roja). It is important to reinforce them to contain processes of social exclusion, being them the funding pillar of the familiar income.</p> <p>To increase employability for this profile of people, the most common needed actions are:</p> <ul style="list-style-type: none"> ▪ A professional re-orientation towards new professional sectors. ▪ An update of knowledge for job searching and an introduction to NT. ▪ Empowering actions to prevent situations of deactivation in the Labour Market. ▪ Actions for getting participants closer to the Labour Market through the direct contact with companies from specific sectors.

D) ACTION FEATURES

D1) General objective	To increase employment opportunities for people over 45 years old that have lost their job, by following Personalized Pathways Towards Employment.
D2) Specific objectives (please, add many rows as you need)	1- To offer an orientation service to people who participate in the project.
	2- To offer training in transversal skills to participants.
	3- To offer training in professional capacity building with internships in companies, for people that participate in the project.
	4- To offer a labour intermediation service.

D3) Stakeholders involved in the programme (please, as choose many options as you identify with your action)

x	Enterprises		Private bodies	Trade unions
x	Employer's federation/association	x	Public services/authorities	Other: please, describe it in the box below:

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D4) Methodology (please, add many rows as you need)	<p>Personalized pathways towards employment</p> <p>Step 1: orientation</p> <p>As a starting point of the project, individual interviews with participants are held and competences are assessed by technical staff. Counsellors made a personalized employment diagnostic for</p>
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	<p>each participant and define an individual Work Plan based on it.</p>
	<p>Step 2: Training</p> <p>People who may need training, are offered the possibility of participating in different modules aimed to develop transversal skills (personal and social skills; use of new technologies...etc.). These training actions are aimed to improve their employability and professional performance.</p> <p>Professional training in specific sectors is also provided, according to the needs of the Labour Market from each specific territory.</p> <p>In addition to the courses and workshops offered in the project's framework, the service puts at disposal of participants information about other training actions carried out in the territory.</p> <p>When planning the training actions, the subsidized existing training opportunities are taken into account, in order to not overlap similar resources and to avoid being redundant.</p>
	<p>Step 3: Labour Intermediation</p> <p>There are specific professionals in charge of prospection tasks for seeking job offers in direct relationship with companies. They work together with professionals responsible of the counselling for the employment. Both teams work also in touch with other professionals of the entity.</p> <p>Through prospection it is intended to reach the following goals: a) to have first-hand knowledge of the labour marked reality in the territory, the needs and opportunities that companies may generate. b) to stablish collaboration with companies or companies referent people that want collaborate in the improvement of employability of people that participate in the project; c) to capture suitable job offers for the profile of people in the project. d) to develop a pre-selection of candidates for each offer. d) to carry out a follow-up of the intermediation processes, both with companies and participants; f) to raise awareness among companies about the potentialities of people over 45 years old in the job environment, g) to evaluate the experiences of collaboration with companies, for continuous improvement.</p>

D5) Procedures (please, add many rows as you need)		
	TECHNIQUES	TECHNOLOGIES
1	Personal Interview and employability analysis.	Computer equipment for technical staff with office management computer software.
2	Individual counselling sessions	Software for internal data management (intranet)
3	Group sessions for orientation	Slide projector and screen
4	Training actions in transversal skills (self-owned training actions accredited by ISO-UNE-9001	Slide projector and screen Internal management software to fulfil

	Certification).	the procedures of ISO-UNE-9001 Certification.
5	Training actions for professional capacity building (self-owned training actions accredited by ISO-UNE-9001 Certification).	Slide projector and screen Internal management software to fulfil the procedures of ISO-UNE-9001 certification
6	In-company internship.	
7	Job offers prospection.	Personalized e-mail account for all professional staff.
8		Twitter account and hashtag #45

D6) Target group characteristics (please, add many rows as you need)	Age Over 45 years old.
	Gender Men and women
	Educational level Diverse.
	Socioeconomic background People in a situation of social vulnerability.
	Disabilities No
	Other characteristics -

D7) Resources	Time	11 months
	Materials	Pedagogical materials.
	Equipment	Spaces and equipment owned by the "Asamblees Locals de Creu Roja" (Local Red Cross Assemblies) in the 10 municipalities where the project takes place.
	Costs	480.100€
D8) Human resources involved	Direction	
	Management	1 coordinator
	Technical tasks	10 technical staff for counselling towards employment. 2 technical staff for prospection tasks.
	Bureaucratic	1 administrative staff.
	Others jobs	
D9) Monitoring methods	ISO procedure for training actions; data registry on intranet; follow-up audits from ESF and other funders.	
D10) Assessment methods	Qualitative and quantitative methods.	

E) OUTCOMES

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<p>E1) LEVEL OF COMPLIANCE WITH THE SPECIFIC OBJECTIVES EXPECTED (please, this question is referred to D2. (Add many rows as you need).</p>	<p>Specific objective 1 To offer an orientation service to people who participate in the project.</p>	<p>100% approximate</p>
	<p>Specific objective 2 To offer training in transversal skills to participating people.</p>	<p>45 % approximate</p>
	<p>Specific objective 3 To offer training in professional capacity building with internships in companies, for people that participate in the project.</p>	<p>30 % approximate</p>
	<p>Specific objective 4 To offer a labour intermediation service.</p>	<p>35 % approximate</p>
<p>E2) Real results based on the original purpose of the action</p>	<p>They can not be assessed yet. A 32% of outplacement of participants in the ordinary market is expected.</p>	
<p>E3) Impact in the territory / institutions</p>	<p>In Catalonia, there are 10 territories where the project is already having an impact. 9 of them are from Barcelona Province.</p> <ul style="list-style-type: none"> ▪ Diputació de Barcelona is implied in the project. ▪ Also the city council of one of the territories, Terrassa, is fully implied. 	