

[GREEK] REPORT

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COMPARATIVE ANALYSIS

NUMBER OF EXPERIENCES REVIEWED: 3

Type of action

	Exceptional	Regular	Continuous
EXPERIENCE #1 TOPSA PROOPTIKI	x		
EXPERIENCE #2 SAIL AHEAD			x
EXPERIENCE #3 VASI	x		

Geographical scope

	District	Local	Regional	National	European	International
EXPERIENCE #1 TOPSA PROOPTIKI		x				
EXPERIENCE #2 SAIL AHEAD						x
EXPERIENCE #3 VASI			x			

FEATURES IDENTIFIED

Short description about the experiences reviewed

EXPERIENCE #1 TOPSA PROOPTIKI:

TOPSA PROOPTIKI is a project run in the framework of the programme “Local Initiatives for Employment”, launched by the Region of Attika in 2012. The target group of the project is 70 long-term unemployed, most of them aged more than 45 years old. Aim of the project is the insertion of the persons participating in the project in the labour market, mainly through the creation of new companies and social enterprises in the fields of culture, handicraft, sewing and social workers.

The project is implemented by a Developmental Partnership of local authorities, non-for profit organisations, chambers of commerce and a consultancy company lead by the Club Unesco of Piraeus and the islands.

The concept of the project is to empower and improve employability of the long term unemployed on one hand, creating synergies of the institutions-members of the Developmental Partnership on the other in order to assist participants to create their own businesses.

Activities preview are:

1. Selection of participants
2. Empowerment of participants through recording knowledge/skills/competencies they have acquired through informal learning
3. Training in five groups in order to acquire specific knowledge and skills required in their specific field of interest
4. Consulting and assistance in building their own business plan and in the administration of starting up their company
5. Consulting in the philosophy and legislation regarding social enterprises
6. Various workshops and events to create links and synergies with the local society
7. Networking and publicity activities

EXPERIENCE #2 SAIL AHEAD

SAIL AHEAD is a transnational project of the Masters and Mates Union of Greece, dealing with the very specific features of the unemployment or need for change of employment for seamen, especially captains of the commercial marine.

Being a commercial fleet officer, presents specificities (working for a long time far from home, being far from family and children, demand for good health and being far from hospitals, high risks, demand for rotating shifts, living in a very limited, male-dominant multicultural social environment etc) that are difficult to cope with all the more for women. Fluctuations of the sea-related labour market add to the difficulties of the situation.

SAIL AHEAD has:

1. Analysed the curricula of nautical academies in 6 European countries and has launched a very extensive questionnaire (about 800 replies coming from captains and mates all over the world) in order to map competencies required and to identify transferable skills of deck officers.
2. Selected 12 shore-based professional activities and analysed them to define the skills required. This task has been accomplished through interviews with professionals, description of a typical day of work. Additional interviews have been video-recorded to make presentations more appealing for the persons involved.
3. Developed an internet based tool that a deck officer wishing to combat unemployment or to start a new career can use to identify the sort of career that suits him/her better and skills he/she lacks at present.

EXPERIENCE #3 VASI

VASI is a project implemented jointly by the General Secretariat of Gender Equality and EOMMEX, the Greek Organisation for promotion of SMEs. It targeted women over 45 that wished to return back to work after a long period of abstention, due to family obligations or by choice. Aim of the project was to assist these women to develop entrepreneurial skills and start a company.

Women were divided into two groups one for women with low qualifications and one for those with higher education background.

Activities undertaken in the two groups included:

1. Division of each group in smaller groups of 3, each one of them visiting 6 entrepreneurs and interviewing them to identify which factors and character features permitted them to make their companies survive.
2. Development of business ideas
3. Small training sessions on marketing, production organisation, financial management and legal forms of companies, followed each one by workshops in smaller groups, in which every participant had to investigate data for her own business idea, building in this way her marketing plan (features of the product, of the competition, name, logo, pricing, promotion), selection of a concrete building, finding equipment, selecting equipment, designing of the lay out, selecting legal form for the enterprise and finally calculating needed resources and break even point.
4. Follow up session 4 months later to have training sessions and workshops on selection of personnel, costing and accounting.

Type of actions included

	Advising	Guidance	Counselling	Training	Intermediation	Other
EXPERIENCE #1 TOPSA PROOPTIKI	Yes	Yes	Yes	Yes	Yes	Yes
EXPERIENCE #2 SAIL AHEAD	Yes	Yes	Yes	No	No	No
EXPERIENCE #3 VASI	Yes	Yes	Yes	Yes	No	Yes

NEEDS OR MOTIVATIONS THAT LED TO THE DEVELOPMENT OF THE PROGRAM

	Type of problems identified	Diagnostic methods used	Main conclusions
E X P E R I E N C E # 1 T O P S A P R O P T I K I	<p>The economic crisis in Greece has risen the unemployment rate to over 27%, more pronounced in the cases of young and aged persons. Many families have no income and rely on the pension of grand fathers, solidarity structures and social welfare to survive.</p> <p>These newly impoverished people, have not experienced poverty before and in general they do not have psychological resources neither have developed skills for leaving with it all the more to overcome it.</p> <p>The context described above generates the risk of permanent social exclusion aggravated in some cases with personal characteristics of the individuals.</p>	<ul style="list-style-type: none"> ▪ Analysis of data from the user's selection process. ▪ Socio-labour interviews. 	<ul style="list-style-type: none"> ▪ It is most difficult for persons over 45, long-term unemployed to be re-inserted in the labour market, taking into account that job positions have dramatically decreased and job seekers drastically increased. ▪ Creation of social enterprises may be a good solution for insertion. ▪ Participants have to acquire knowledge and skills concerning the object of their new profession ▪ They also need to be reinforced to improve their psychology. ▪ Support and counselling about creating their business idea and plan on one hand and about social enterprises on the other is essential. ▪ Networking activities with the public and the private sector will make new social enterprises known and is expected to create business opportunities for them.

<p>E X P E R I E N C E</p> <p># 2</p> <p>S A I L</p> <p>A H E A D</p>	<p>To be a seaman is to have a very peculiar kind of job which is characterised by:</p> <ul style="list-style-type: none"> ▪ very long absence from home, which may produce problems in the relations with the wife/husband, the children and the parents ▪ the requirement of having very good physical and psychological condition, briefly having very good health ▪ intense stress due to rotating 24 hours shifts, the risk of nautical accident, the risk of piracy, facing of bad weather conditions, safety etc. ▪ alternation of periods of employment with those of unemployment <p>The job has always been a male job. Recently women have invaded nautical academies. Due to family obligations their career at sea is limited and after some years they need to restart finding a shore-based job</p>	<ul style="list-style-type: none"> ▪ Data analysis of learning outputs of nautical academies ▪ Survey and data analysis of knowledge, skills and competencies acquired on the job. ▪ Analysis of professional profiles for 12 shore-based jobs related in some way with that of the profile of a deck officer. 	<p>Deck officers of the merchant marine are often forced (because of family or health or personal reasons) to change profession and to restart. This is painful and they are in an intense need for guidance.</p>
<p>E X P E R I E N C E</p> <p># 3</p> <p>V A S I</p>	<p>Many women for a lot of reasons, mainly due to family obligations, have not had any working experience or have left early their job to raise their children.</p> <p>At an age of over 40, either because their children have grown up or because there is pressing need for them contributing to the family income they wish to come back to the labour market.</p>	<ul style="list-style-type: none"> ▪ Work meetings between affected people and experienced consultants. ▪ Raise of entrepreneurship through . 	<p>Entrepreneurship may prove to be the solution for women being out of the labour market for years, wishing to restart. In order to be able to do that they need to acquire a whole set of new knowledge, skills and competencies.</p> <p>In order to accomplish that, the quickest way is to go through a combination of training, consulting and acquisition of experiences.</p>

ACTION'S FEATURES

Stakeholders involved

	Enterprises	Private bodies	Trade unions	Public services / authorities	Employer's federation / association	Other
EXPERIENCE #1 TOPSA PROOPTIKI		x		x	x	x
EXPERIENCE #2 SAIL AHEAD	x		x			x
EXPERIENCE #3 VASI	x	x		x		

Short description about the methodologies used in the different programmes/initiatives

EXPERIENCE #1 TOPSA PROOPTIKI

Step 0: Welcome and selection: This step or phase lasted for about 4 months, and had different moments:

- Study on local situation regarding employment. The study examined the background and the structure of the local economy, infrastructures, demographical picture and unemployment data and suggested some topics for developing enterprises and/or employment.
- Selection phase: The project was made known to unemployed persons that may participate in it. There were 437 applicants. All applicants were called to pass an interview (in which there was a mapping of the social situation, and previous skills and experiences). Seventy applicants were selected to participate in the project.
- Welcome and incorporation: The seventy persons selected were divided into 5 groups according to the subject they preferred to be trained on and to deploy their professional occupation afterwards. There was a conference, organised by the chamber of SMEs and Club Unesco, in which all partners of the Developmental Partnership welcomed participants and presented the project philosophy, their part in the project and the way they would assist participants to be inserted in the labour market.

Step 1: Empowerment phase: This phase was implemented in collaboration with a German partner of the firm p&w. There were workshops in which participants learnt to recognise skills they have acquired through informal learning (e.g. by caring after old parents, by participating in a camp as children, by being a member of a cultural association etc.) and how these may be useful in their future employment.

Step 2: Training: This step has lasted form 150-250 hours. An accredited lifelong learning centre, along with a cultural centre have been responsible for this phase and delivered theoretical training. Practical training took place in relevant companies or institutions. The subjects of training were culture, handicraft, sewing (2 groups) and social workers. Training took place in the morning, 3-4 days a week.

Step 3: Business consulting and consulting on social entrepreneurship: At the same time, training took place and on days participants had no training, there took place workshops with group and personal consulting. Some of these workshops on how to deploy a business idea and a business plan and some others on how to form a social enterprise. These workshops were very practical and adapted to the needs and aspirations of participants. They took place in parallel with training in order on one hand to feed them with information and material on which they may think from a very early stage and on the other to allow partnerships to arise between persons attending the same or different courses, as they met regularly and had the opportunity to discuss between them.

Step 4: Business plans and networking. Beneficiaries went on with the consultants they worked with in the consulting phase (business consultants, social enterprise consultants), increased with the addition of consultants supporting them in the administration procedure, for founding the social enterprises or their own small companies or being employed. Up to now, 37 out of 70 beneficiaries are already

employed and the first 10 months of the project will run for another year. Intense networking activities are expected to run in the next phase to network new companies with the social environment, the private, the social and the public sector of economy, in order to enhance their works.

Step 5: Financial support. A big problem beneficiaries face, is that they are involved in situations of extreme poverty (some of them being homeless) and this is not possible to start their own company, all the more that in these times of crisis, once a person starts a company of any legal form (even a non for profit one), he/she has to pay a fixed tax for solidarity. A law has been voted that gives incentives to employers employing beneficiaries of this type of local initiatives for employment and it is expected that there will be analogous measures for those founding their own company.

EXPERIENCE #2 SAIL AHEAD

Step 1: Study on learning outcomes acquired through formal learning. The partnership examined the teaching curricula of naval academies in Greece, Turkey, Poland, Finland, Slovenia and the UK and mapped knowledge, skills and competences acquired during the studies period of deck officers.

Step 2: Survey on learning outcomes acquired through job experience: Partners developed a very analytical questionnaire which they posted on the internet and publicised. Over 895 deck officers from over 30 nationalities answered it. This allowed partners to analyse the results and to be confident about the mapping of knowledge/skills and competencies of a deck officer.

Step 3: Job profiles of shore-based professions. Partners chose 12 shore based professions more or less related to the profile of a deck officer. Following that they undertook extensive interviews with successful professionals in these jobs. Additional interviews were videoed in order to display them and a person potentially interested in making a career in this profession could see what this is really about. After interviews were finished, there took place a thorough mapping of knowledge, skills and competences required and the conditions in each of these professions.

Step 4: Internet based guidance tool Partners developed an internet tool to assist deck officers that wish to restart their career converting to a shore-based job to choose one, which suits best their personal profile of knowledge/skills/competencies and what skills they need to develop further in order to meet the requirements of this profession.

EXPERIENCE #3 VASI

Step 1 Welcome meeting: The General Secretariat of Equality of Genders has launched a call for participants, which should be unemployed women over 45 years of age wishing to restart their employment as self employed. There were 40 women selected, out of them having secondary education and the other 20 having undergone university studies even if they had not all of them graduated. There were 2 groups formed each one, corresponding to one of these educational backgrounds.

Step 2. Knowing better what being a successful entrepreneur is like. Each of the 2 groups was divided into smaller groups of 2-3, each one of them visiting 6 entrepreneurs and interviewing them to identify which factors and character features permitted them to make their companies survive. The small groups used a questionnaire to help them guide the discussion and not to forget any topic. In order to guarantee that entrepreneurs would discuss with the small group in an open manner, they visited persons that are acquaintances proposed by the members of the group. Following these experiences, participants came back and discussed with other small groups their findings and they drew the profile of

a successful entrepreneur.

Step 3 Sandwich courses and business consulting: Small training sessions on marketing, production organisation, financial management and legal forms of companies, followed each one by workshops in smaller groups, in which every participant had to investigate data for her own business idea, building in this way her marketing plan (features of the product, of the competition, name, logo, pricing, promotion), selection of a concrete building, finding equipment, selecting equipment, designing of the lay out, selecting legal form for the enterprise and finally calculating needed resources and break even point.

Step 4 Follow up phase: After 4 months beneficiaries, most of them having created their company gathered again to have training sessions and workshops on selection of personnel, costing and accounting, which they needed at this level of deployment of their business idea

Techniques and technologies used

	Procedures (Techniques)	Procedures (Technologies)
EXPERIENCE #1 TOPSA PROOPTIKI	Selection and welcoming of people Labour interview. Social interview. Training. Work placement for practical training Mapping of personal skills/competences. Business consulting and consulting on the creation of social companies. Networking and contacts Business creation and exit to the ordinary market	Computer equipment and software
EXPERIENCE #2 SAIL AHEAD	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 VASI	Welcome meetings Regular coaching meetings Meetings with stakeholders (public administrations, enterprises, non lucrative entities, employer's associations...)	Computers Classrooms equipped with projector.

Target group characteristics

	Age	Gender	Educative level	Socioeconomic background	Disabilities	Other

<p>E X P E R I E N C E</p> <p># 1</p> <p>R O P S A</p> <p>P R O O P T I K I</p>	<p>Older than 45 (29 out of 70 beneficiaries)</p>	<p>Mostly women.</p>	<p>Low educational level. School leavers No school enrolment Migrants with Lack of language and cultural understanding skills.</p>	<p>Low socio-economical level. Indebt problems. Housing problems:homeless or home eviction problems.</p>	<p>No person disabled</p>	<p>Some of them faced psychological problems due to unemployment and poverty. Some participants have a history in being active as volunteers.</p>
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<p>E X P E R I E N C E # 2 S A I L A H E A D</p>	<p>Most of participants older than 40 years old</p>	<p>Mostly men but also some women</p>	<p>Deck officers graduates of naval academies</p>	<p>Most of them with sound background, depending though on their personal employment.</p>	<p>None of them declare disability. Some of them though wish to be employed on shore because of health problems.</p>	
<p>E X P E R I E N C E # 3 V A S I</p>	<p>45-65 years old.</p>	<p>Women</p>	<p>Diverse educational levels, according which they were divided into two groups.</p>	<p>Diverse, depending on the employment of their men.</p>	<p>No.</p>	<p>Re-starters after a long abstention from the labour market some of them having positive incentives and some negative ones.</p>

Resources needed

	Time	Materials	Equipment	Costs
EXPERIENCE #1 TOPSA PROOPTIKI	About 9 months	Stationary. Web page and promotional material	Classrooms, rooms to work in groups, rooms for workshops. No further equipment needed.	About 350.000€
EXPERIENCE #2 SAIL AHEAD	Project length was 24 months	Web page and dissemination materials.	A video-camera. An artificial intelligence web based tool was developed.	40.000€ average in each participating country
EXPERIENCE #3 VASI		Web page. Personal cards. Stationery.	Classrooms, rooms to work in groups.	Training and consulting costs

Human resources involved

	Direction	Management	Technical tasks	Bureaucratic	Other
EXPERIENCE #1 TOPSA PROOPTIKI	One (1) President of the Developmental Partnership	A manager in each partner	8 consultants 15 trainers 4 researchers	15 administrators	
EXPERIENCE #2 SAIL AHEAD	One (1) transnational director/coordinator.	.A manager per country	Four (4) researchers and two (2) technical staff per country.	8 administrators	
EXPERIENCE #3 VASI	One (1) person responsible from the General Secretariat of Equality the two Genders and one (1) from EOMMEX	A coordinator	Eight (8) trainers, four (4) consultants	2 administrators	

Evaluation of the experience

	Monitoring methods	Assessment methods
EXPERIENCE #1 TOPSA PROOPTIKI	Own social procedure Follow-up Partnership meetings for technical coordination.	Regular technical and financial reports, networking meetings

	Number of beneficiaries being employed.	
EXPERIENCE #2 SAIL AHEAD	External evaluator. Transnational meetings	Interim and final technical and financial report. Interim and final evaluation report.
EXPERIENCE #3 VASI	Coordination meetings. Evaluation by participants. Follow up sessions	Questionnaires, individual and group interviews for formative and summative evaluation.

OUTCOMES

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

	Obj. #1	Obj. #2	Obj. #3	Obj. #4	Obj. 5
EXPERIENCE #1 TOPSA PROOPTIKI	100%	96,00%	30%	53% up to now	
EXPERIENCE #2 SAIL AHEAD	100,00%	406,00%	Over100%		-
EXPERIENCE #3 VASI	100,00%	About 97%	67.5%		-

Action's results

	Real results based on the original purpose of the action	Impact in the territory / institutions
<p>E X P E R I E N C E</p> <p># T O P S A</p> <p>P R O O P T I K I</p>	<p>The 70 persons selected followed and finished training (100%). Sixty seven persons have accomplished their participation in consulting sessions (around 96%).</p> <p>21 persons (30%) are interested in creating their company</p> <p>Thirty seven persons (53%) are employed 10 months after the beginning of the project.</p>	<p>All companies and most of employment are locally based.</p> <p>Main institutions collaborating in the project are:</p> <ul style="list-style-type: none"> ▪ Club Unesco ▪ local Authorities of Piraeus, Aegina, Poros, Perama and Keratsini ▪ Chambers of SMEs and Artisans of Piraeus ▪ non for profit organisations. ▪ A consultancy company

<p>E X P E R I E N C E</p> <p># S A I L</p> <p>A H E A D</p>	<p>The professional guidance tool was produced in time.</p> <p>895 deck officers against 220 preview participated in the survey.</p> <p>The number of alternative (on-shore) professions (12 against 10 preview) and of interviews (56 against 30 preview) contributed to the quality of the final product.</p>	<p>The Hellenic Masters and Mates Union PEPEN was the leader of the partnership and the Greek team.</p> <p>TUDEV, the nautical Academy of Turkey OPR from Poland C4FF from the UK SPINAKER, from Slovenia, SAMK university from Finland</p>
<p>E X P E R I E N C E</p> <p># V A S I</p>	<p>All beneficiaries having started their companies have come back for the follow up training and assistance.</p> <p>39 women out of 40 finished the sandwich courses.</p> <p>27 beneficiaries started their own companies</p>	<p>General Secretariat of Gender Equality.</p> <p>Greek Organisation for Development of SMEs</p>

CONCLUSIONS

FEATURES IDENTIFIED

In the previous have been presented 3 good practices with very different characteristics. This was chosen in order to benchmark and make observations valid for very different cases.

NEEDS OR MOTIVATIONS THAT LED TO THE DEVELOPMENT OF THE PROGRAMME

The diagnosis of the departing situation is in all cases focused both in structural and specific items. The first case refers to persons both women and men that face problems of extreme poverty, some of them being homeless searching thus to find a way out of their present misery. In the second case, most of persons enjoy a good social status, being deck officers in the merchant marine, which though it is very well paid, may be considered as precarious. This happens because it depends on objective condition such as the world situation of international freight transportation, international tourism and subjective ones such as the gender, family problems and obligations and personal health. Conversion of the career from a marine one to a shore based one may be a very strong initiative. The second case is a women only initiative, the incentives being in some of the beneficiaries positive, e.g. the need to develop their creativity and being accomplished after a long abstention from the labour market or negative ones, such as the only way to cope after a death or a divorce, after their husband losing his job etc.

ACTION' S FEATURES

The **socio-economic profile of participants** in each project is very diverse as explained in the previous paragraph. Along with the difference in the gender of beneficiaries, the age group (in the first example, there are also participants of younger age) and the social status, there are differences in the educational level and background of experiences. Differences can also be remarked in the geographical scope, stakeholders involved and type of interventions.

Comparing the three case studies, we see that:

- Stakeholders involved depend on and are relevant to the geographical scope of the intervention. In the first case there is a Developmental Partnership, in which participate local authorities, chambers along with institutions of the social and (in the more technocratic roles of training and business consultants) private companies. In the second case, which has a very sector-specific target operating within a global context, partners are transnational and sector specific, nautical academies, trade union and companies with long experience in the sector. In the third case, where the scope is regional, stakeholders are the organisation for promotion of SMEs and the public authority for the promotion of equality of sexes.
- Technologies used depend also from the geographical scope of the project. The first and 3rd cases, which have local/regional scope respectively, do not use intensively ict. On the contrary, in the second case, where the target group operates at a transnational base, ict is the main if not the only way of communication and support.
- The main observation common in all cases is that the results depend on the level of beneficiaries' self involvement. In the first case, which is the most difficult from the financial situation and social status of beneficiaries' point of view, beneficiaries are asked to form their business idea, to make contacts with potential customers, to discuss between them and with third persons about the distribution of roles and the way they could form a social enterprise etc. In the second case, each beneficiary explores information provided at his/her own pace in order to meet his/her individual needs. In the third case, beneficiaries form step-by-step their own business plans. They are assisted but they have full control of the business plan, they fully understand how it works and they are at a position to change them in case some parameters alter. In fact it happened that 3 beneficiaries have changed completely their initial business idea because, during the compilation of the business plan, they proved to be not profitable.

OUTCOMES

Actions' results are related to the number of people applying to participate in the project, the method and criteria for selection, the type of assistance offered, the quality of cooperation and coordination of stakeholders involved, the timing and sequence of activities and the expectations created. The number of people successfully completing the training, the level of involvement of beneficiaries in actions connected with the creation of a company (be it a social enterprise or a more traditional legal form), networking activities, follow up etc. are rather consequences of the ways the previously mentioned factors work than independent variables.

Of course, outcomes are varied, and difficult to compare because the incentives, target groups, philosophy and criteria on how to gather outcomes is different in every project. Another extremely important aspect is the personal background of each beneficiary. Although in the first case, for example, no person was excluded because of his/her lack of education (there are some cases who have finished only the primary school, or are migrants with no command of written Greek) or social status (some homeless were also included), we see in the third cases that women having graduated from secondary education have very traditional business ideas and, on the contrary, women having university studies tend to have innovative ones.

Compliance with objectives varies 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: TOPSA PROOPTIKI

A) BASIC INFORMATION ABOUT THE ACTION/EXPERIENCE

A1) Project's name TOPSA PROOPTIKI: Local Plans for Employment PERSPECTIVE (for excluded people)

A2) Dates in which the experience was implemented: From 01/01/2014 to 31/10/2015

A3) Code (If applicable) [-]

A4) Type of action

<input type="checkbox"/>	Exceptional	<input checked="" 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

Person for contact: Giannis Maronitis
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B) ACTION OVERVIEW

B1) Short description about the action/service/experience

EXPERIENCE #1 TOPSA PROOPTIKI:

TOPSA PROOPTIKI is a project run in the framework of the programme "Local Initiatives for Employment", launched by the Region of Attika in 2012. The target group of the project is 70 long-term unemployed, most of them aged more than 45 years old. Aim of the project is the insertion of the persons participating in the project in the labour market, mainly through the creation of new companies and social enterprises in the fields of culture, handicraft, sewing and social workers.

The project is implemented by a Developmental Partnership of local authorities, non-for profit organisations, chambers of commerce and a consultancy company lead by the Club Unesco of Piraeus and the islands.

The concept of the project is to empower and improve employability of the long term unemployed on one hand, creating synergies of the institutions-members of the Developmental Partnership on the other in order to assist participants to create their own businesses.

Activities preview are:

1. Selection of participants
2. Empowerment of participants through recording knowledge/skills/competencies they have acquired through informal learning
3. Training in five groups in order to acquire specific knowledge and skills required in their specific field of interest
4. Consulting and assistance in building their own business plan and in the administration of starting up their company

5. Consulting in the philosophy and legislation regarding social enterprises
6. Various workshops and events to create links and synergies with the local society
7. Networking and publicity activities.

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:

Networking: There are workshops organised by the local authorities and Chambers involved in the Developmental Partnership to help social enterprises and start up companies to get known and find customers.

Financial support to employers hiring beneficiaries of the project. This kind of assistance is not integral part of the project. Assistance is preview by a programme of the Manpower organisations for the first 4 months a beneficiary of the project is employed.

C) SITUATION THAT SEEKS TO RESPOND

C1) Diagnosis of the problem	<p>The economic crisis in Greece has risen the unemployment rate to over 27%, more pronounced in the cases of young and aged persons. Many families have no income and rely on the pension of grand fathers, solidarity structures and social welfare to survive.</p> <p>These newly impoverished people, have not experienced poverty before and in general they do not have psychological resources neither have developed skills for leaving with it all the more to overcome it.</p> <p>The context described above generates the risk of permanent social exclusion aggravated in some cases with personal characteristics of the individuals.</p>
C2) Methodology used to diagnose it	<ul style="list-style-type: none"> ▪ Analysis of data from the user's selection process. ▪ Socio-labour interviews.
C3) Conclusions of the diagnosis	<ul style="list-style-type: none"> ▪ It is most difficult for persons over 45, long-term unemployed to be re-inserted in the labour market, taking into account that job positions have dramatically decreased and job seekers drastically increased. ▪ Creation of social enterprises may be a good solution for insertion. ▪ Participants have to acquire knowledge and skills concerning the object of their new profession ▪ They also need to be reinforced to improve their psychology. ▪ Support and counselling about creating their business idea and plan on one hand and about social enterprises on the other is essential. <p align="center">Networking activities with the public and the private sector will make new social enterprises known and is expected to create business opportunities for them.</p>

D) ACTION FEATURES

D1) General objective	Promoting social and Labour insertion of long term unemployed, by empowering them and developing entrepreneurial and social entrepreneurial skills
D2) Specific objectives (please, add many rows as you need)	1- To provide active training to participants in 4 professional orientations
	2- To provide participants with business consulting and consulting on the creation of social enterprises.
	3- To stimulate participants interest on creating individually or collectively their own company.
	4- To achieve employment for participants.

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

Enterprises		Private bodies	x	Trade unions
Employer's federation/association	x	Public services/authorities	x	Other: please, describe it in the box below:
Organisations of the social sector (non for profit)				

D4) Methodology (please, add many rows as you need)	<p>Step 0: Welcome and selection: This step or phase lasted for about 4 months, and had different moments:</p> <ul style="list-style-type: none"> ▪ Study on local situation regarding employment. The study examined the background and the structure of the local economy, infrastructures, demographical picture and unemployment data and suggested some topics for developing enterprises and/or employment. ▪ Selection phase: The project was made known to unemployed persons that may participate in it. There were 437 applicants. All applicants were called to pass an interview (in which there was a mapping of the social situation, and previous skills and experiences). Seventy applicants were selected to participate in the project. ▪ Welcome and incorporation: The seventy persons selected were divided into 5 groups according to the subject they preferred to be trained on and to deploy their professional occupation afterwards. There was a conference, organised by the chamber of SMEs and Club Unesco, in which all partners of the Developmental Partnership welcomed participants and presented the project philosophy, their part in the project and the way they would assist participants to be inserted in the labour market.
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	<p>Step 1: Empowerment phase: This phase was implemented in collaboration with a German partner of the firm p&w. There were workshops in which participants learnt to recognise skills they have acquired through informal learning (e.g. by caring after old parents, by participating in a camp as children, by being a member of a cultural association etc.) and how these may be useful in their future employment.</p>
	<p>Step 2: Training: This step has lasted form 150-250 hours. An accredited lifelong learning centrer, along with a cultural centre have been responsible for this phase and delivered theoretical training. Practical training took place in relevant companies or institutions. The subjects of training were culture, handicraft, sewing (2 groups) and social workers. Training took place in the morning, 3-4 days a week.</p>
	<p>Step 4: Business plans and networking. Beneficiaries went on with the consultants they worked with in the consulting phase (business consultants, social enterprise consultants), increased with the addition of consultants supporting them in the administration procedure, for founding the social enterprises or their own small companies or being employed. Up to now, 37 out of 70 beneficiaries are already employed and the first 10 months of the project will run for another year. Intense networking activities are expected to run in the next phase to network new companies with the social environment, the private, the social and the public sector of economy, in order to enhance their works.</p>
	<p>Step 5: Financial support. A big problem beneficiaries face, is that they are involved in situations of extreme poverty (some of them being homeless) and this is not possible to start their own company, all the more that in these times of crisis, once a person starts a company of any legal form (even a non for profit one), he/she has to pay a fixed tax for solidarity. A law has been voted that gives incentives to employers employing beneficiaries of this type of local initiatives for employment and it is expected that there will be analogous measures for those founding their own company.</p>

D5) Procedures (please, add many rows as you need)		
	TECHNIQUES	TECHNOLOGIES
1	Selection and welcoming of people	
2	Labour interview. Social interview.	
3	Training. Work placement for practical training	
4	Mapping of personal skills/competences	Computer equipment and software
5	Business consulting and consulting on the creation of social companies.	Computer equipment and software
6	Networking and contacts.	
7	Business creation and exit to the ordinary market	
8	Final report	Computer equipment and software

D6) Target group characteristics (please, add many rows as you need)	Age Older than 45 (29 out of 70 beneficiaries)	
	Gender Mostly women.	
	Educative level Low educational level. School leavers No school enrolment Migrants with Lack of language and cultural understanding skills.	
	Socioeconomic background Low socio-economical level. Indebt problems. Housing problems: homeless or home eviction problems.	
	Disabilities No person disabled.	
	Other characteristics Some of them faced psychological problems due to unemployment and poverty. Some participants have a history in being active as volunteers.	
D7) Resources	Time	About 9 months
	Materials	Stationary. Web page and promotional material
	Equipment	Classrooms, rooms to work in groups, rooms for workshops. No further equipment needed..
	Costs	About 350.000€
D8) Human resources involved	Direction	One (1) President of the Developmental Partnership
	Management	A manager in each partner.
	Technical tasks	8 consultants 15 trainers 4 researchers
	Bureaucratic	15 administrators.
	Others jobs	
D9) Monitoring methods	Own social procedure Follow-up Partnership meetings for technical coordination. Number of beneficiaries being employed.	
D10) Assessment methods	Regular technical and financial reports, networking meetings	

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 To provide active training to participants in 4 professional orientations	The 70 persons selected followed and finished training (100%).
	Specific objective 2 To provide participants with business consulting and consulting on the creation of social enterprises.	Sixty seven persons have accomplished their participation in consulting sessions (around 96%).

	<p>Specific objective 3 To stimulate participants interest on creating individually or collectively their own company</p>	21 persons 30%) are interested in creating their company
	<p>Specific objective 4 To achieve employment for participants</p>	Thirty seven persons (53%) are employed 10 months after the beginning of the project.
E2) Real results based on the original purpose of the action	<p>The 70 persons selected followed and finished training (100%). Sixty seven persons have accomplished their participation in consulting sessions (around 96%).</p> <p>21 persons 30%) are interested in creating their company</p>	
E3) Impact in the territory / institutions	<p>All companies and most of employment are locally based.</p> <p>Main institutions collaborating in the project are:</p> <ul style="list-style-type: none"> ▪ Club Unesco ▪ local Authorities of Piraeus, Aegina, Poros, Perama and Keratsini ▪ Chambers of SMEs and Artisans of Piraeus ▪ non for profit organisations. ▪ A consultancy company 	

#EXPERIENCE 2: SAIL AHEAD

A) BASIC INFORMATION ABOUT THE ACTION/EXPERIENCE

A1) Project's name SAIL AHEAD.

A2) Dates in which the experience was implemented: From 01/01/2011 _ to 31/12/2013

A3) Code (If applicable) [510581-LLP-2010-GR-LMP]

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

A6) Contact data

Person for contact Cpt George Tsouris
Organisation Panhellenic Masters' and Mates' Union (PEPEN)
Position Secretary General B.
Phone number 00302104133743/Fax 00432104179251
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B) ACTION OVERVIEW

B1) Short description about the action/service/experience

SAIL AHEAD is a transnational project of the Masters and Mates Union of Greece, dealing with the very specific features of the unemployment or need for change of employment for seamen, especially captains of the commercial marine.

Being a commercial fleet officer, presents specificities (working for a long time far from home, being far from family and children, demand for good health and being far from hospitals, high risks, demand for rotating shifts, living in a very limited, male-dominant multicultural social environment etc) that are difficult to cope with all the more for women. Fluctuations of the sea-related labour market add to the difficulties of the situation.

SAIL AHEAD has:

1. Analysed the curricula of nautical academies in 6 European countries and has launched a very extensive questionnaire (about 800 replies coming from captains and mates all over the world) in order to map competencies required and to identify transferable skills of deck officers.
2. Selected 12 shore-based professional activities and analysed them to define the skills required. This task has been accomplished through interviews with professionals, description of a typical day of work. Additional interviews have been video-recorded to make presentations more appealing for the persons involved.

3. Developed an internet based tool that a deck officer wishing to combat unemployment or to start a new career can use to identify the sort of career that suits him/her better and skills he/she lacks at present.

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
	Training		Intermediation		Other: please, describe it in the box below:

C) SITUATION THAT SEEKS TO RESPOND

C1) Diagnosis of the problem	<p>To be a seaman is to have a very peculiar kind of job which is characterised by:</p> <ul style="list-style-type: none"> ▪ very long absence from home, which may produce problems in the relations with the wife/husband, the children and the parents ▪ the requirement of having very good physical and psychological condition, briefly having very good health ▪ intense stress due to rotating 24 hours shifts, the risk of nautical accident, the risk of piracy, facing of bad weather conditions, safety etc. ▪ alternation of periods of employment with those of unemployment <p>The job has always been a male job. Recently women have invaded nautical academies. Due to family obligations their career at sea is limited and after some years they need to restart finding a shore-based job</p>
C2) Methodology used to diagnose it	<ul style="list-style-type: none"> ▪ Data analysis of learning outputs of nautical academies ▪ Survey and data analysis of knowledge, skills and competencies acquired on the job. ▪ Analysis of professional profiles for 12 shore-based jobs related in some way with that of the profile of a deck officer.
C3) Conclusions of the diagnosis	Deck officers of the merchant marine are often forced (because of family or health or personal reasons) to change profession and to restart. This is painful and they are in an intense need for guidance.

D) ACTION FEATURES

D1) General objective	Develop a methodology and tools to provide deck officers, who wish or are obliged to change their career to an shore-based one, the possibility to validate their learning outputs acquired on the job and choose a job that suits them.
D2) Specific objectives (please, add many rows as you need)	1- To produce on time the professional guidance tool
	2- To involve 220 deck officers in the project survey
	3- To develop the profiles of 10 alternative jobs, for which to make 30 interviews with professionals.

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

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

D4) Methodology (please, add many rows as you need)	<p>Step 1: Study on learning outcomes acquired through formal learning. The partnership examined the teaching curricula of naval academies in Greece, Turkey, Poland, Finland, Slovenia and the UK and mapped knowledge, skills and competences acquired during the studies period of deck officers.</p>
	<p>Step 2: Survey on learning outcomes acquired through job experience: Partners developed a very analytical questionnaire which they posted on the internet and publicised. Over 895 deck officers from over 30 nationalities answered it. This allowed partners to analyse the results and to be confident about the mapping of knowledge/skills and competencies of a deck officer.</p>
	<p>Step 3: Job profiles of shore-based professions. Partners chose 12 shore based professions more or less related to the profile of a deck officer. Following that they undertook extensive interviews with successful professionals in these jobs. Additional interviews were videoed in order to display them and a person potentially interested in making a career in this profession could see what this is really about. After interviews were finished, there took place a thorough mapping of knowledge, skills and competences required and the conditions in each of these professions.</p>
	<p>Step 4: Internet based guidance tool Partners developed an internet tool to assist deck officers that wish to restart their career converting to a shore-based job to choose one, which suits best their personal profile of knowledge/skills/competencies and what skills they need to develop further in order to meet the requirements of this profession.</p>

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

D6) Target group characteristics (please, add many rows as you need)	Age Most of participants older than 40 years old
	Gender Mostly men but also some women
	Educative level Deck officers graduates of naval academies

	Socioeconomic background Most of them with sound background, depending though on their personal employment.
	Disabilities None of them declare disability. Some of them though wish to be employed on shore because of health problems.
	Other characteristics

D7) Resources	Time	Project length was 24 months
	Materials	Web page and dissemination materials.
	Equipment	A video-camera. An artificial intelligence web based tool was developed.
	Costs	40.000€ average in each participating country
D8) Human resources involved	Direction	One (1) transnational director/coordinator.
	Management	A manager per country
	Technical tasks	Four (4) researchers and two (2) technical staff per country.
	Bureaucratic	8 administrators
	Others jobs	
D9) Monitoring methods	External evaluator. Transnational meetings	
D10) Assessment methods	Interim and final technical and financial report. Interim and final evaluation report.	

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 To produce on time the professional guidance tool.	100% The professional guidance tool was produced in time.
	Specific objective 2 To involve 220 deck officers in the project survey.	406% 895 deck officers against 220 preview participated in the survey.
	Specific objective 3 To develop the profiles of 10 alternative jobs, for which to make 30 interviews with professionals.	Over 100% The number of alternative (on-shore) professions (12 against 10 preview) and of interviews (56 against 30 preview) contributed to the quality of the final product.
E2) Real results based on the original purpose of the action	The professional guidance tool was produced in time. 895 deck officers against 220 preview participated in the survey.	

	The number of alternative (on-shore) professions (12 against 10 preview) and of interviews (56 against 30 preview) contributed to the quality of the final product.
E3) Impact in the territory / institutions	<p>The Hellenic Masters and Mates Union PEPEN was the leader of the partnership and the Greek team.</p> <p>TUDEV, the nautical Academy of Turkey OPR from Poland C4FF from the UK SPINAKER, from Slovenia, SAMK university from Finland</p>

#EXPERIENCE 3: VASI

A) BASIC INFORMATION ABOUT THE ACTION/EXPERIENCE

A1) Project's name: **VASI**

A2) Dates in which the experience was implemented:

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

Person for contact: Vassilis Konstantopoulos
Organisation: EOMMEX
Position: Training project officer
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B) ACTION OVERVIEW

B1) Short description about the action/service/experience

VASI is a project implemented jointly by the General Secretariat of Gender Equality and EOMMEX, the Greek Organisation for promotion of SMEs. It targeted women over 45 that wished to return back to work after a long period of abstention, due to family obligations or by choice. Aim of the project was to assist these women to develop entrepreneurial skills and start a company.

Women were divided into two groups one for women with low qualifications and one for those with higher education background.

Activities undertaken in the two groups included:

1. Division of each group in smaller groups of 3, each one of them visiting 6 entrepreneurs and interviewing them to identify which factors and character features permitted them to make their companies survive.

2. Development of business ideas

3. Small training sessions on marketing, production organisation, financial management and legal forms of companies, followed each one by workshops in smaller groups, in which every participant had to investigate data for her own business idea, building in this way her marketing plan (features of the product, of the competition, name, logo, pricing, promotion), selection of a concrete building, finding equipment, selecting equipment, designing of the lay out, selecting legal form for the enterprise and finally calculating needed resources and break even point.

4. Follow up session 4 months later to have training sessions and workshops on selection of personnel, costing and accounting.

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

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

Mentoring

C) SITUATION THAT SEEKS TO RESPOND

C1) Diagnosis of the problem	<p>Many women for a lot of reasons, mainly due to family obligations, have not had any working experienced or have left early their job to raise their children.</p> <p>At an age of over 40, either because their children have grown up or because there is pressing need for them contributing to the family income they wish to come back to the labour market.</p>
C2) Methodology used to diagnose it	<ul style="list-style-type: none"> ▪ Work meetings between affected people and experienced consultants. ▪ Raise of entrepreneurship through.
C3) Conclusions of the diagnosis	<p>Entrepreneurship may prove to be the solution for women being out of the labour market for years, wishing to restart.</p> <p>In order to be able to do that they need to acquire a whole set of new knowledge, skills and competencies.</p> <p>In order to accomplish that, the quickest way is to go through a combination of training, consulting and acquisition of experiences.</p>

D) ACTION FEATURES

D1) General objective	To assist women returners over 45, who have a business idea to create their own company.
D2) Specific objectives (please, add many rows as you need)	1- To assist women beneficiaries not only in the preliminary phase but also in the start up phase of their company.
	2- To keep the interest of participants throughout the whole project, not just the training phase.
	3- To assist participants to create their own company.

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

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

Women over 45 years old seeking to return to the work and having a business idea

D4) Methodology (please, add many rows as you need)	<p>Step 1 Welcome meeting: The General Secretariat of Equality of Genders has launched a call for participants, which should be unemployed women over 45 years of age wishing to restart their employment as self employed. There were 40 women selected, out</p>
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	<p>of them having secondary education and the other 20 having undergone university studies even if they had not all of them graduated. There were 2 groups formed each one, corresponding to one of these educational backgrounds.</p>
	<p>Step 2. Knowing better what being a successful entrepreneur is like. Each of the 2 groups was divided into smaller groups of 2-3, each one of them visiting 6 entrepreneurs and interviewing them to identify which factors and character features permitted them to make their companies survive. The small groups used a questionnaire to help them guide the discussion and not to forget any topic. In order to guarantee that entrepreneurs would discuss with the small group in an open manner, they visited persons that are acquaintances proposed by the members of the group. Following these experiences, participants came back and discussed with other small groups their findings and they drew the profile of a successful entrepreneur.</p>
	<p>Step 3 Sandwich courses and business consulting: Small training sessions on marketing, production organisation, financial management and legal forms of companies, followed each one by workshops in smaller groups, in which every participant had to investigate data for her own business idea, building in this way her marketing plan (features of the product, of the competition, name, logo, pricing, promotion), selection of a concrete building, finding equipment, selecting equipment, designing of the lay out, selecting legal form for the enterprise and finally calculating needed resources and break even point.</p>
	<p>Step 4 Follow up phase: After 4 months beneficiaries, most of them having created their company gathered again to have training sessions and workshops on selection of personnel, costing and accounting, which they needed at this level of deployment of their business idea.</p>

D5) Procedures (please, add many rows as you need)		
	TECHNIQUES	TECHNOLOGIES
1	Welcome meetings	
2	Regular coaching meetings	Computers Classrooms equipped with projector.
3	Meetings with stakeholders (public administrations, enterprises, non lucrative entities, employer's associations...)	Computers Classrooms equipped with projector.

D6) Target group characteristics (please, add many rows as you need)	Age 45-65 years old.
	Gender Women
	Educative level Diverse educational levels, according which they were divided into two groups.
	Socioeconomic background Diverse, depending on the employment of their men.
	Disabilities No.

	Other characteristics Re-starters after a long abstention from the labour market some of them having positive incentives and some negative ones.
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D7) Resources	Time	
	Materials	Web page. Personal cards. Stationery.
	Equipment	Classrooms, rooms to work in groups.
	Costs	Training and consulting costs
D8) Human resources involved	Direction	One (1) person responsible from the General Secretariat of Equality the two Genders and one (1) from EOMMEX.
	Management	A coordinator
	Technical tasks	Eight (8) trainers, four (4) consultants
	Bureaucratic	2 administrators
	Other	
D9) Monitoring methods	Coordination meetings. Evaluation by participants. Follow up sessions	
D10) Assessment methods	Questionnaires, individual and group interviews for formative and summative evaluation.	

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 To assist women beneficiaries not only in the preliminary phase but also in the start up phase of their company.	100 % All beneficiaries having started their companies have come back for the follow up training and assistance.
	Specific objective 2 To keep the interest of participants throughout the whole project, not just the training phase	97 % 39 women out of 40 finished the sandwich courses.
	Specific objective 3 To assist participants to create their own company.	67.5 % 27 beneficiaries started their own companies
E2) Real results based on the original purpose of the action	All beneficiaries having started their companies have come back for the follow up training and assistance. 39 women out of 40 finished the sandwich courses. 27 beneficiaries started their own companies	
E3) Impact in the territory / institutions	General Secretariat of Gender Equality. Greek Organisation for Development of SMEs	