As discussed and agreed by the SG partners and NOMS Research Team

This paper aims at defining the area of interventions of the network mentioned in the Grant Agreement and at setting up the methodologies and procedures used in carrying out activities, in order to produce consistency in the approach and allowing the achievement of results.

This Guideline includes:

1. Overall Objective
2. Areas of Interventions
3. Working Method
4. Good Practices Survey
5. Interview
6. The Systematic Review
7. Platform 1: aims and products
8. Platform 2: aims and products
9. Dissemination of results
10. Contacts
List of abbreviations
Annexes – 1-8

1. Overall Objective

In order to assure the achievement of the main Active Inclusion Learning Network (AI) aim as mentioned in the Grant Agreement – to enhance the employment prospects of socially disadvantaged groups by identifying where and what type of support is required, what policies work best and offer the best chance of success for the disadvantaged – partners agreed (AI Research meeting 4th June 2013, London – First AI SG meeting 25-26 June 2013, Belfast) to focus the share of information and analysis on interventions improving the ‘Employability’ and ‘Employment’ of three identified disaffected groups.
“Employability” is one of the priorities of the European Employment Strategy (EES). The term refers to the value of a person in the labour market, depending on a series of factors such as: demands from the labour market and some personal attributes making people more likely to gain and retain employment. Personal characteristics can refer to: objective aspects (age, sex, health conditions, and place of residence), flexible availability of the person, professional competences and skills.

With the term “Employment” we refer to all those interventions and tools getting disadvantaged people into work through more and better jobs opportunities (e.g. employment services, agencies, link with business, self employment, etc.)

The central question for all the identified themes is:

What approaches contribute to improving employability and employment outcomes amongst socially excluded groups?

This question actually defines the aim of activities for the 3 themes through which the network will work: to identify and describe those approaches and strategies showing best impacts in improving labour market inclusion of the disaffected groups identified by the network. Best practices will be found and distilled into learning points. Lessons learnt will be analyzed in terms of their transferability across the three themes and between different EU states. Recommendations will be formulated to inform ESF Managing Authorities (ESF MAs) and policy makers on relevant approaches and tools best working with disaffected groups hopefully that they can be considered and transferred. When looking at transferability special attention will be awarded to structures and contexts that support best practices.

2. Areas of interventions

The EES “Europe 2020” invites Member states to reinforce efforts to fight poverty and social exclusion and integrate people at the margins particularly through active inclusion policies. To this end MSs are invited to develop and implement integrated comprehensive active inclusion strategies that combine, in a balanced way, adequate income support, inclusive labour markets and access to quality services (EC Recommendation - 2008/867/EC).

With a view to the EC Recommendation on active inclusion of people excluded from the labour market and to the “Europe 2020” strategy objectives – particularly in terms of improvement of employment and poverty reduction – the network will focus on the exchange of information, data, tools, strategies on those approaches that facilitate disadvantaged people to enter and stay in employment. According to the aims of the EES pillar “Inclusive Growth” and with reference to the above definition of “Employability”, the network will particularly focus on interventions supporting the improvement of that personal characteristic making people more likely to gain and retain employment. Investing more in people through a life-cycle approach in employment and
education, reducing school leaving, providing equal opportunities, and good quality jobs is indeed at the heart of both the EES and EC Recommendation on active inclusion, since this is one of the most effective ways to fight inequality and poverty. Thus, though looking at approaches tackling all the 3 active inclusion pillars, particular attention will be referred to aspects like: education, adaptation of competences to the labour market demand, the improvement of health conditions, gender aspects, and age. These aspects will be considered taking into account specific characteristics and needs of the identified target groups and the employment context in which practices and tools are implemented. At the same time, with reference to “Employment” aspects, particular attention will be on interventions and strategies helping disadvantaged people in getting more and better jobs, promoting for example links with business, creation of entrepreneurship or self-employment and quality of services.

All across the three main themes, particular attention will be referred to gender aspects. Raising the rate of employment for women is indeed one of the main aims of EES. According to the last data (Eurostat – 26 June 2013) in many Member states the rate of women at risk of poverty exceeds the European rate (EU 27 - 17.6%); the same could be said for the rate of women unemployment (EU 27 – 10.5%). Women are one of the groups most at risk of poverty with young people and long term unemployed.

Taking into account the impacts of economic crisis on national employment rates and on public budget, the exchange of information will refer just to practices and approaches implemented during the last 5 years (2009-2013), also taking into account those practices and experiences still ongoing in order to find out the last innovative elements and changes in practices. Furthermore, according to EC Recommendation on active inclusion, in analyzing practices and information particular attention will be also referred to: the use of European structural funds in order to formulate suggestions on how to improve their use for measures tackling the social inclusion of disaffected groups; the best examples of coordination among agencies and multi-institutional levels; Following the three main areas of intervention,- themes and sub-themes - on which the network will work (see Annex 1):

1. **Disaffected Youth** – with the following sub-themes (the theme leads are kindly invited to define their field and who are they):
   a. **Inclusion/Empowerment**
   b. **Employment/Education and Training**
2. **Marginalised in Communities** – with the following sub-themes (the Theme leads are kindly invited to define their field and who are they):
   a. **Homelessness**
   b. **Drug & Alcohol Abuse**
   c. **Offenders/Ex-Offenders**
   d. **Mental Health, Physical & Learning Disabilities**
3. **Troubled Families** – with the following sub-themes:
   a. **Offender's Family**
b. **Multigenerational Unemployment**;

c. **Anti-Social Behavior**;

d. **Educational Problems**.

Troubled families are those that have problems and often cause problems to the community around them, putting high costs on the public sector\(^1\). These include child/run out of school, Youth Offending and Adult unemployment.

### 3. Working Method

The 3 main network’s themes will be tackled by three corresponding Working Groups (WGs), each one managed by one Theme Lead (TL). Each theme has between two to four sub-themes, each one coordinated by one Sub-Theme Lead (S-TL). The Research Partner (RP) will coordinate the activities from a scientific point of view in accordance with the Project Manager (PM), the SG partners, the TLs and under the NOMS Research Committee supervision. (For a detailed description of roles refer to the Partnership Agreement). Thus a research Group (RG) will be set up inside the network involving the RP and NOMS researchers, in order to assure the quality of network activities and outcomes.

Each theme will have two rounds of sub-theme exchange meetings known as "Platforms":

1. **Platform 1 - the “Experts/NGO meetings”** whose contents and participants will be chosen based on different criteria decided by the TLs and RG in accordance with the SG partners. Some of the criteria to select participants may be:
   - to present different programs/projects/tools
   - to discuss the impact of some practices
   - to clarify different aspects from their programs/projects
   - to be a well known expert in that particular sub-theme etc.

2. **Platform 2 - the “Practitioner/expert review”** where specific practices will be more deeply analyzed on the basis of RG and SG inputs. At these meetings it would be advisable to involve also participants who did not take part at the previous platform of meetings. The reason for this option is that a review is meant to have a ‘fresh eye’ on the work developed. Someone not previously involved in the activities is more likely to exert a more external and objective view. In some cases, the TLs and SG may decide to invite in this platform also participants of the first round to take part in the review as long as they are reviewing different approaches.

All sub-themes meetings should seek to have a membership balance between policy makers, managers, academics and practitioners. By doing that, a broad variety of perspectives will be taken into consideration when deciding what is and what it is not a best practice in the area of active inclusion for the vulnerable groups. This balance will also ensure commonality between the themes demonstrating the rigorous research approach taken by allowing the RP to compare results between the themes. Although in the preparation for the sub-themes meetings many people may have been contacted and consulted, it

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\(^1\)Working with Troubled Families, a guide to evidence and good practice. Louise Casey CB
would be recommended to invite at the first round of meetings no more than 12 - 15 participants and at the second round of meetings no more than 20 participants.

The Network will also try to capitalize on the outcomes of surveys already carried out at national and European level and results of previous and current Learning Networks. Opportunities for mutual-cooperation with other networks will be looked for.

4. The Survey on good practices

Before the first round of “Experts/NGO meetings” the Network Leader (NOMS, represented by the PM), supported by SG partners, will identify and contact experts, stakeholders, networks, umbrella organization, ESF Managing Authorities etc. from as many EU countries as possible with the request to send presentations of good practices that observe the general eligibility criteria presented in Annex 2. The presentations will have to follow the structure of the questionnaire presented in Annex 3. The PM will send this request before mid August 2013 and allow until the first half of November for the respondents to reply. In the request letter NOMS will illustrate the network, the aim of the survey and the opportunity for those who fill the format to possibly take part in one of the network meetings. Respondents will be also invited to fill the format in English, by the way they will be able to come back to the PM in case of difficulties with the language or other issues related to the questionnaire. If necessary SG partners will help the Network Lead with the translation of the format in other languages.

The PM will also set up a system of gentle reminders supported by SG partners if necessary. The questionnaire will be set up as an online survey with a limited number of words for each section. All the SG members will have access to the completed questionnaires (view only). The only sensitive data included in the questionnaire is the contact details of the respondents. The SG members will sign a confidential form and will ensure that this data will not be used outside the purpose of this research. This online system will be created only if the technology allows for an easy analysis of the answers. In case this is not possible, a paper survey will be initiated. The answers will be collected by the PM and redirected to the TLs and STLs for further analysis, discussions and reporting. When necessary the TLs and STLs will get back to the respondents for clarifications or details, either via a second questionnaire or based on a telephone or email interview. What is essential is to have this new information recorded in as much detail as possible. The method used for analyzing the results will be content analysis (Neuendorf, 2002).

Before launching, the questionnaire will be tested with some network partners that have not been involved in the drafting of the document. Two of the network partners will be from an English speaking country and two from a non-English speaking country. This will ensure a good and consistent understanding of the questions.
5. Interviews

In order to complement the literature review and the survey, semi-structured interviews will be conducted with leading experts in the field of the employment of the vulnerable groups. The SG members and the TL will recommend the subjects of the interview, as they are known as academics, policy makers, managers or practitioners with long experience and international recognition in the field of active inclusion.

At least three interviews within each of the three themes will be conducted after the survey responses have been analyzed so that the interviewees can be asked about the findings or describe ideal interventions.

The interviews will be face-to-face or will be based on Skype, Teamviewer or other means of online communication.

The interviews will be recorded and transcribed verbatim. The answers will be analyzed using the content analysis method.

The interview guide will be based on the appreciative inquiry method (please see Annex 4 for examples of questions). The Research partner will be responsible for conducting and analyzing the interviews.

6. The Systematic Review

The aim of the systematic review is to provide hard evidence on what works in enhancing employability and employment of the mentioned disadvantaged groups as illustrated in the section “Overall objective”. Another aim of the review is to start identifying the possible indicators that are connected with success of interventions in this area.

The systematic review will be conducted by the Research Partner (RP) at the same time as the “Survey on good practices” and to run for the life of the Learning Network. The first draft of the systematic review will be presented at the 2nd Steering Group meeting in December 2013 and subsequent reviews will be presented at full SG meetings. The SG members will support the RP in identifying the relevant papers based on the following inclusion criteria:

1. to be published papers produced and published in EU in the last 5 years (2009-2013). When necessary papers published in other areas will be taken into consideration.
2. papers published in peer reviewed scientific journals will be given priority. For sub-themes where peer-review papers are not available, unpublished reports or studies will be accepted.
3. to look at employability or/and employment for the mentioned disadvantaged groups and as showed in the “overall objective” section.
4. to present results or impact on employability or employment of the mentioned disadvantaged groups.
5. to be in English but also in some other EU languages. If one report will be available in many languages, the English version of it will be preferred.

Reports based on evaluations conducted by the project/program staff will not be included. However, if needed they will be taken into consideration when
writing the final report. The result of the systematic review will be presented in a narrative form.

**Products of the survey and systematic review:** the TLs and the RP will present and organize both outcomes from the survey and the systematic review in a first draft of a “General overview” on the state of practices and evaluation in the field.

**Research meeting:** together with the research partners, the RP will prepare a list of potential criteria and indicators for selecting best practices during the first round of meetings and propose a structure and aims of Platform 1 meetings. The results of the research meeting will be discussed during the SG2.

**SG2:** the outcomes of the Survey on good practices and the Systematic Review will be presented and discussed at the SG meeting that will take place in Hamburg, Germany - December 2013. At that meeting the SG partners, on input of TLs and RP, will discuss and agree on criteria for selecting the best practices and also the tentative indicators that can be used in analyzing them during the first round of meetings. SG partners, supported by TLs and RP, will also agree on the structure of the Platform 1 meetings, their aims, participants to be invited and contents to be debated. Due to the contents and aims of this SG meeting, researchers from the AI Research Group, and Sub themes Leads will attend the meeting.

All background documents and tools for Platform 1 meetings will be agreed during the SG and prepared by TLs, the RP and the Sub-theme Leads in accordance with the RG. Invitation to meetings will be sent by the TLs. If representatives from RG will not be able to attend the SG, the outcomes of the SG2 will be overseen by the RG soon after the meeting. Finally during the meeting the dissemination strategy will be better defined.

7. Platform 1 meetings - aims and products

**Aim:** to select a pool of best practices starting from the results of the “Survey on good practices” and the “Systematic review” and applying the selection criteria for the best practices defined in Hamburg during the SG2

**Background documents:** the RP, in accordance with the Research Group and supported by the TLs and the Sub-theme Leads, will finalise the first General overview on the state of practices and evaluation in the field to be presented during the meetings. This also can be a good opportunity to clarify aspects in the questionnaire, to look at regularities among good practices and to start thinking of lessons learnt. The General Overview could be integrated with further scenario documents or data as agreed during the SG2 and in accordance with the TLs and S-TLs.

**Meeting:** the TL together with the S-TL will invite up to 12 participants to discuss and clarify the submissions received according to the meeting structure
and aims defined during the SG meeting in December 2013. The draft selections criteria agreed by the SG meeting will be refined and applied in order to select the best practices in that given sub-theme.

**Participants:** the participants can be among those who submitted questionnaires or leading experts in the given subject or those invited to present their own approach.

**Products:** the S-TL will write a report on outcomes of the meeting. On the basis of all sub-themes meetings reports each TL, supported by the Research Partner, will provide the Research Group with an interim report on theme activities with the best practices identified in the first round of meetings, and lessons learnt from them.

**Research meeting:** the interim reports of three themes activities will be submitted to the RG with an updated “Systematic review” and the interviews report drafted by the RP, in order to set up a list of criteria to be proposed to the SG3 for the further selection of “best practices” during Platform 2 meetings. TLs and RP will also share with the RG ideas on the structure and aims of the Platform 2 meetings. After Research Group approval, the three interim reports and proposal criteria for “very best practices” will be submitted to the SG3 in summer 2014.

**SG3:** Outcomes of the first expert meetings will be debated during the SG meeting in summer 2014. Outcomes from the first platform will be integrated with an updated draft of the Systematic Review conducted by the RP. The aim is to discuss and agree on further criteria to identify “very best practices” and the indicators under which these best practices may be analyzed during the Platform 2 meetings. SG partners, on the basis of inputs from TLs and the RP, will also agree on the structure of the Platform 2 meetings, their aims, participants to be invited and contents to be debated. Due to the contents and aims of this SG meeting, the attendance of researchers from the AI Research Group and Sub themes Leads of second round of meetings will be required. All background documents and tools for Platform 2 meetings will be prepared by TLs, the RP and the Sub-theme Leads in accordance with the RG. Invitation to meetings will be sent by the TLs.

Outcomes of SG3 (criteria, indicators, structure of meetings, contents and participants of platform 2 meetings, will be submitted to NOMS Research Group for final approval.

8. **Platform 2 - aims and products**

**Aim:** to select the “very best practices” and to understand how these practices impact on employability and employment of the vulnerable groups in order to find out innovative elements and strategic approaches and tools; to start testing some theories as to what are the indicators and the contexts needed for this positive impact to take place.

**Background documents:** the second General overview based on outcomes from Platform 1, the updated Systematic review, the interviews report and
scenario documents on sub-themes if necessary. All documents will be agreed and defined during SG3.

**Meeting:** the selection of best practices coming from the first round of meetings, integrated with new information from the Systematic review conducted by the RP, will be analyzed and peer reviewed using the advanced criteria and indicators developed in the SG3 and approved by the Research Group. The participants will also look at the possible indicators that seem to be connected to success and the transferability of the best practices. The participants may look at indicators like: constant variables that seem to associate with success, co-variations, patterns, user’s view, statistical indicators etc.

**Participants:** at the “Peer review” Platform 2, the TL will invite representatives of the interventions that have been selected as best practices in the first round of meeting and also practitioners and experts that have not been previously involved in the network activities on the themes that are being analyzed. The maximum number of participants is 20.

**Products:** the Sub theme Leads will write a **Sub-theme report** for each of the sub theme meetings. Based on the outcomes of all meetings the TL and the Research Partner will write final reports on last results and activities from the three main WGs. For a visual representation of this process, please see Annex 8.

The best practices are those practices that produce convincing impact on the employability and the employment of the target group. This convincing impact is acknowledged by the evaluation research and in the peer review process in Platform 2.

**Research meeting:** during the meeting, reports from the 3 WGs will be discussed in order to finalize them in a **Research report** (the structure of the Research report is presented in Annex 6) where coordinated and common strategies for social inclusion will be developed and where possible recommendations to ESF Managing Authorities and policy makers on relevant aspects for best approaches will be formulated. These recommendations will be taken into account as well as obstacles and opportunities to successful transfer. All contents of the research report will be discussed and agreed during the meeting under the NOMS researcher’s supervision.

**Tele-conference SG – October 2014:** to define contents and structure of the final conference, participants, documents to be shared and debated, administrative aspects and the dissemination of results.

9. **Dissemination of results:**

The spread and visibility of network outcomes is strategic to enhance the employer and policy makers awareness on themes managed by the network
and on innovative approaches and tools found out. Thus communication will be a crucial activity all across the network. It will be constant and will allow the Network to spread the main ongoing outcomes and the final products of activities.

Communication will be addressed to all actors involved in social inclusion of disadvantaged people: ESF MAs, practitioners, employers, Learning Networks, public and private organizations.

Outcomes from the Survey on good practices, the interviews, the Systematic reviews, interim and final reports from Platform 1 and 2, and the final research report (this one translated in three languages) will be presented:

On internet:
- websites – through project websites, partner’s websites, through [www.transnationality.eu](http://www.transnationality.eu), etc.
- database (linked to the Networks website)
- via the Network newsletter

Conferences/seminars/workshops
The Network Lead and Network partners will on occasions represent the network at other Learning Networks and meetings. In agreement with NOMS and the RP they could present interim and final findings. Findings will be spread through:

- the final AI conference
- national and transnational conferences

All network partners will be invited to integrate the available information with data, documents, and studies analysis. All information will be submitted to the SG and the PM, under the Research Group supervision.

10. Contacts

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**List of abbreviations**

AI – Active Inclusion Learning Network
SG – Steering Group
TL – theme lead
STL – Sub theme lead
PM – Project Manager
RP – Research Partner
RG – Research Group
NOMS – National Offender Management Service
EES – European Employment Strategy
ESF – European Social Fund
MA – Managing Authority
WGs – Working Groups
Annex 1

The general diagram of the research phases
Annex 2

General eligibility criteria for good practices

In order to be comprehensive, the research will look at regional, national and local interventions in the area of employability and employment of vulnerable groups. Furthermore, interventions with different level of complexity will be included: programs, projects and tools (see Annex 5 for some definitions). If the intervention is very complex and has at least one component dealing with employability or employment, then the intervention can be included.

1. Is the intervention in the area of the employability & employment of:

   - Youth inclusion and empowerment
   - Youth employment / education and training
   - Homeless
   - Drugs & alcohol abuse
   - Offenders and ex-offenders
   - Mental health physical and learning disabilities
   - Multigenerational unemployed
   - Offender’s families
   - Anti-social behavior
   - Educational problems

2. Are there already evaluations available about the impact of intervention (including evaluations from the intervention staff)?

   Yes □      No □

3. Is the positive outcome of the intervention already visible in terms of the employability and employment of the vulnerable group? (Please see the attached glossary for the definitions of the terms)

   Yes □      No □
Annex 3
Questionnaire

Letter to be developed by the Project manager

Dear contributor,

Details about the project ....
This questionnaire will help us collect and analyze good practices in the field of employment and employability of disadvantaged groups. We are in particular interested in good practices in the following areas: disaffected youth, marginalized in the community and troubled families. Within these areas we will look at sub-themes like homelessness, ex-offenders etc, as you will see in question 3 of the survey.
The questions are only meant to structure your description and therefore this is not a questionnaire in a traditional sense.
You can find the questionnaire on:
https://www.surveymonkey.com/s/NetworkActiveIncl
You will be able to complete the questionnaire for as many good practices you would like to submit. Only the project staff will have access to your answers.

Please reply / complete the questionnaire before ....

Thank you very much for your kind contribution.

For questions and further clarifications please do not hesitate to contact us:
Craig Georgiou – Project manager craig.georgiou@noms.gsi.gov.uk
Ioan Durnescu – Researcher idurnescu@gmail.com

Questionnaire

1. What is the title of the intervention?

2. In what country does the intervention take/took place?

3. What is/was the target group addressed by this intervention?
Disaffected Youth inclusion and empowerment
Disaffected Youth employment, education and training
Homeless
Drug and alcohol abuse
Offenders / Ex-offenders
Mental health, physical and learning disabilities
Offender's families
Multigenerational unemployment
Anti-social behavior
Educational problems
4. Who is/was the project leader? (name of the person and name of the organization)


5. Who are/were the partners in this intervention?


6. Is the intervention?

Local

National

Regional

European

7. Budget issues: Please describe the structure of the budget (private/public/mixed)? Please describe how was it secured/obtained? (e.g. open competition, budget allocation from the state etc.)


8. Duration: What is the duration of the intervention? (in years). If the intervention is still ongoing, how long has in been running / delivered?


9. General description of the intervention: Please describe briefly the intervention: aim, activities, outcomes, critical aspects etc.
10. Impact: Please describe how the employability or employment of the target group has changed as a consequence of this initiative.

11. What seems to be the critical factors that led to success?

12. What were the obstacles of this initiative?

13. Was the initiative monitored during the intervention? If yes, please describe how, by who, how often, what tools etc.
13. Was the intervention evaluated at the end? If yes, please describe the methodology and the results. Who evaluated it?

14. Was the intervention based on an Active Inclusion concept (combining in the same time access to services, inclusive labour market and income support)? If yes, please describe how these components were coordinated, by who etc.

14. What do you think can be learnt from this initiative? Please pay attention also to the innovative aspect of it.

15. Is there a gender dimension involved in the intervention? If yes, how and with what results?

16. Was the target group / beneficiaries involved in the decision-making? If yes, please describe how and with what results?
17. Was the target group/beneficiaries involved in the running of the intervention? If yes, please describe how and with what results?

18. Please provide documents/reports etc. that describe fully this intervention (on email or websites).

19. Is there any comment that you would like to make regarding the project or the best practices in working with vulnerable groups to increase their chances in the job market?

20. In case we need more information or you would like to be involved in one of our future workshops, please provide us with:

Your name (who completed the questionnaire)

Your email address

Your telephone number

Thank you very much for your valuable contribution!
Annex 4

Interview guideline. Appreciative Inquiry on active inclusion

1. Please describe a best practice that you know in the field of employment of the vulnerable groups.

2. What are the critical elements that make that practice so valuable?

3. What would you change in that practice to make it even better?

4. How would you construct an ideal intervention in this field if you would have a magic stick?

5. Please nominate the ingredients of this intervention.
Annex 5
Glossary of the terms (to be finalized)

**Active inclusion strategy** - development and implementation of integrated comprehensive strategies for the active inclusion of people most excluded from the labour market which combine, in a balanced way, adequate income support, inclusive labour markets and access to quality services. The aim is to facilitating the integration into sustainable, quality employment for those who can work and providing resources that are sufficient to live in dignity, together with support for social participation, for those who cannot work.

**Employability** – is one of the priorities of the European Employment Strategy (EES). The term refers to the value of a person in the labour market, depending on a series of factors such as: demands from labour market and some personal attributes making people more likely to gain and retain employment. Personal characteristics can refer to: objective aspects (age, sex, health conditions, place of residence), flexible availability of the person, professional competences and skills.

**Employment** – all those interventions and tools getting disadvantaged people into work through more and better jobs (e.g. employment services, agencies, link with business, self employment etc.)

**Evidence based impact** - The concrete quantifiable effects of implemented programmes and projects in terms of concrete progress in output (direct effects of intervention, e.g. nr. of participants in a program), outcome (effect of the concrete outputs, e.g. obtaining of new skills ) and/or direct operational impact (the long-term and wider socio-economic effects at sector, regional or national level). Evidence is based on the conclusions of the qualitative and quantitative research or evaluations.

**Good practice/best practices** - The good practices are those practices that seem to produce a positive impact on the employability or the employment of the disadvantaged groups. They can be unfinished or finished interventions that can produce good results as they are measured qualitatively or quantitatively.

In this study the best practices are those practices that produce convincing impact on the employability and the employment of the target group. This convincing impact is acknowledged by the evaluation research and in the peer review process in Platform 2.

**Impact** - Impact is defined as in Merrington and Hine (2001) which understood impact evaluation based on the question: ‘does the intervention achieve its intended objectives?’. Is the situation of the vulnerable group changed in terms of employability and employment as a consequence of the intervention? How and to what extent?
Program - A program is a larger scale initiative which can be broken down into several projects. A program is usually implemented within a longer timeline. It is a collection of temporary but related and dynamic goals, activities and means. Programmes are aimed at generating outcomes (change, achievement) at a more larger scale.

Project - Projects have a shorter and definite duration than programmes. Due to their smaller scale and scope projects are likely to produce specific outputs (e.g. tools).

Success factors - All those aspects and approaches that have shown to assist the vulnerable groups identified within this Network into Employment or enabled them to become more Employable. This would include also links with businesses, employment services and national services that assist these specified groups.

Tool - A practical output which takes tangible material form and serves a specific purpose. Tools can be measures, instruments, scans, etc.

Transferability - Transferability (of a program, project etc.) is defined as: the potential for successful replication by others and the degree to which the programmes/projects can be transferred and used in different contexts. These other contexts can be other regions, countries, sectors and target groups. Another aspect of transferability relates to the potential of a program or project to fit in ESF-programming and its mainstreaming potential.

Disaffected Youth (to be defined by the TL and including focuses on sub-themes)

Marginalized in Community (to be defined by the TL and including focuses on sub-themes)

Troubled families - Troubled families are those that have problems and often cause problems to the community around them, putting high costs on the public sector\(^2\). These include child/run out of school, Youth Offending and Adult unemployment.

\(^2\) Working with Troubled Families, a guide to evidence and good practice. Louise Casey CB – where can it be found? Website?
Annex 6

Example of advanced (short listing) criteria for employability / employment interventions – to select the best practices

(to be further defined in the SG2)

Only interventions that tick yes to the following criteria will be included:

1. Information about the intervention is complete or about to be completed
   Yes ☑ No ☐

2. The intervention was evaluated and there is evidence of positive impact
   Yes ☑ No ☐

3. The concept of active inclusion was applied into practice
   Yes ☑ No ☐

4. There is a potential for transferability
   Yes ☑ No ☐
Annex 7

The structure of the theme research report
(to be further defined after Platform 2 meetings)

1. Description of the good practices – the problems, the aims, the objectives, the activities, the target groups, the approaches, the administrative and management context, the national contexts etc.

2. The results – what is the impact of these interventions

3. The critical success factors – what are the ingredients that seem to make an intervention successful?

4. What can be done differently in order to enhance the impact?

5. Assessment of transferability – to other programs/projects or to other countries. What are the context variables that would make the transfer possible?

6. Issues raised during the meetings (e.g. definitions, concepts, sensitive issues etc.)

7. Contribution to the policy at the EU level if any.
Annex 8
The research planning

Active Inclusion

- RP designs questionnaire
- Experts will examine approaches within the structure that was agreed by the SG
- Sub group facilitator will provide report based on outputs in agreed format
- Theme lead will compile database
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Systematic Review

- Systematic review will provide criteria results to the SG at 1st meetings and feed into key criteria