



Repository with the collaboration schemes created, and the motivation and engagement strategies implemented along with the impact assessment results



SEPTEMBER 2021



INTRODUCTION

During the life of the Act45 project and most specifically, during the pilot experience, different collaboration agreements have been signed with stakeholders from Bulgaria, Greece, Italy and Spain.

The aim of these agreements has been none other than to formalise the collaboration between the project partners and relevant agents in the environment, especially companies, training providers and social entities.

These agreements have resulted in more than just an intention to collaborate, giving rise to specific actions aimed at improving training and employment opportunities for people over 45 years of age. The specific activities that have been carried out are reflected in a file for each of the stakeholders, but this repository offers a summary of each of them, the motivational strategies used and their impact on the participants of the pilot.

The European Commission support for the production of this publication does not constitute an endorsement of the contents which reflects the views only of the authors, and the Commission cannot be held responsible for any use which may be made of the information contained therein.



Greece

The following collaboration schemes have been created by ActionAid Hellas. In these collaboration schemes our partner INE GSEE participated in and various activities have been implemented with stakeholders within the pilot testing of Ac+45 project.

Collaboration scheme created

A collaboration scheme was created as follows:

AB Vasilopoulos: A major company in the food retail sector. A holistic training programme was organised together with the company. 6 women over 45 years old with low digital skills have signed a 2-month contract with AB Vasilopoulos for on the job and in real work conditions training. In parallel, ActionAid assured the individualized counselling of those participants, digital skills courses and group counselling sessions in order to facilitate the transition into professional integration. 140 hours of courses, on the job training and counselling have been realized in 2 months. This program was very successful as they have proposed to 6 out of 12 to stay and renew their contract

Grandmama: They participated in the implementation of the project by designing and facilitating a 2days workshop concerning techniques and useful practices of caretakers of elderly. They aim to get a national certification for this 8hours training. Grandmama is a training organization but is mainly a possible employer which was very interesting for beneficiaries to have a training from an employer.

Barilla: They participated in a job fair event organized for beneficiaries at the end of the act45 implementation project.

SocialInnov: Training provider and NGO very interested from the beginning in our project. They have co-organized and facilitated in person basic digital skills courses. They have realized 3 one hour sessions in order to develop to participants of this program basic digital skills such as outlook features, internet, social media etc.

Korres: Greek beauty company, was very eager to participate at the job fair and frequently announced job opportunities for the beneficiaries

KSM: Hellenic Company specializing in the coverage of temporary and permanent work in human resources. At the same time KSM HR holds a license from a Private Employment Office. KSM was very eager to participate at the job fair and frequently announced job opportunities for the beneficiaries. Also they provided helpful feedback of the interviews held during the job fair.

Alter Ego: ALTER EGO SA member of the EUROPEAN LOYALTY AEGA Group, is one of the largest companies providing complete Facility Management solutions. Alter Ego participated at the job fair and hired one beneficiary of the program. Also provided us with helpful feedback about the interviews.

Caritas: Caritas is an NGO that provides services for free to vulnerable populations. Career counsellors informed their beneficiaries for the Greek language course, in order to participate and one candidate joined the course and participated in the job fair. Also, they inform us for job vacancies that are available for our beneficiaries.

IRC: IRC is an international NGO that provides services for free to refugees and asylum seekers in Greece. Career counsellors informed their beneficiaries for the Greek language course, in order to participate and they also informed us for job vacancies that are available for our beneficiaries.



Odyssea: training provider and NGO very interested from the beginning in our project. Although they have signed the collaboration agreement, we haven't found the opportunity to collaborate in the implementation of the project. We have referred many act45 participants to enrol in some of their trainings.

ELPEN: Greek pharmaceutical company, participated with one 2 hours workshop about self-presentation techniques. Also participated in the Job Fair with interviews.

Solidarity Now: Solidarity Now is a Greek NGO that provides services for free to vulnerable populations. Career counsellors informed their beneficiaries for the Grandmama's course. Also, career counsellors inform us for job vacancies that are available for our beneficiaries.

Food On: Training provider and NGO that provides courses in the food and beverage sector for free, to vulnerable populations. Food On founder is really interested in giving access to the trainings to low skilled people over 45.

On top of the mentioned ones, other alliances have been established along the project with employers participating in the survey for best practices, in the design and development of training material and in the Act45 national event.

Motivation and engagement strategies implemented for unemployed low skilled adults over 45 years old

The partnership tested motivation / engagement strategies such as:

- Personalized guidance and skills audit
- Trainings designed by professionals of the labor market targeted to the labor market needs
- Direct networking with companies at the end of the trainings
- Practice based approach, through participatory and experiential methods, which is evident already from the info session
- Provision on information on existing training opportunities
- Learning outcomes recognition through certifications
- Use of distance learning methods to ensure flexibility

Motivation and engagement strategies implemented for employers

The strategies to engage and involve companies and potential employers mainly included:

- The designation of a specific focal point, in charge of canalizing all actions conducted with employers, to invite them to participate in the different project actions, etc.
- The organization of meetings and cooperation opportunities
- The creation of an engagement strategy plan presenting all the benefits for the employers and translating intent into action by signing partnership agreements
- The development of transformational partnerships- adapt to employer's motivations and together create new projects or collaborations

Summary of impact assessment results

The impact that the project had on low skilled adults over 45 years old participating in the activities, seems to build on two axis:



- A. **Positive impact on participants' employability profile** in terms of acquiring skills and knowledge on the field(s) trained and on the overall functioning of the labour market, thus increasing their job readiness and their possibilities to find a job.

In this regard, according to unemployed low skilled adults over 45 years old responses:

- 71% of respondents claim that they gained sufficient knowledge on the seminar(s) / training(s)' topic(s), through their participation in the project
- 83% of respondents state that they will use the knowledge acquired to fulfil related professional tasks
- 76% of respondents feel that their participation in the project will help them in the process to find a job
- 58% of respondents feel that their participation in the project has improved their situation in the labour market

- B. **Participants' overall empowerment and indications of change in their attitudes and behaviour.** This could be understood as an increase in their self-awareness / self-confidence / self-esteem and goal setting, a more positive and active attitude towards job search and a more positive attitude towards training but, in some cases, it can also be extended to overall increase in motivation, confidence in their skills, positive attitude and improved situation in their family or environment.

In this regard, according to participants' responses:

- 80% of respondents state that the project had an impact on their personal development beyond the professional dimension
- 95% of respondents mention that after their participation in the project they feel more willing to participate in similar projects in the future.
- 80% of respondents mention that, after their participation in the project they feel more willing to seek training opportunities to upgrade their skills
- 62% of respondents feel more motivated, more confident in their skills and have a more positive attitude after participating in the project
- 71% of respondents feel that their participation in the project has improved the situation in their family or environment

Additionally, the project has contributed in **40% of participants finding a job.**

Furthermore, 76% of unemployed low skilled adults participating in the project, 100% of trainers, 100% of counsellors and 100% of employers state that they are satisfied with their participation in the project.



Spain

Collaboration scheme created

A collaboration scheme was created as follows:

ELENA AL FARO DE LA TORRE. TRAINING PROVIDER. As a freelance trainer, ACH established a collaboration with her that consisted on her providing a non-violent communication workshop, with the objective of delving into the meaning of non-violent communication and the different forms of communication, which are essential for our relationships to be lasting and stable over time. The activity took place on the 29th of April and 19 participants benefited from this collaboration.

VICTOR CANDEL. TRAINING PROVIDER. Victor is a talent acquisition & Employer Branding specialist, with more than 15 years of experience in people management, in which he has held positions such as Recruitmen Technician, Head of Recruitment, Training and Development, or Human Resources Director, in different companies and sectors. ACH signed a collaboration agreement with him in order to organize a workshop on the main strategies to find the most suitable job and overcome successfully a recruitment process. The activity took place on the 25th of March with 20 participants.

FRANCESC GELIDA. TRAINING PROVIDER. Frances is a professional specialised in LinkedIn and in charge of carrying out external recruitment processes for private companies. ACH signed an agreement with him to organize a volunteering activity: He developed a workshop on LinkedIn from how to create a profile to how to connect with other professionals and generate a powerful personal brand to promote active job search. The activity took place on may 27th 2021 with 30 participants.

INTEREMPLEO. COMPANY. This company is specialized in the recruitment of workers from different sectors of the labour market. ACH established a collaboration agreement with this company through signing an agreement to organize a volunteering activity with them. It consisted of a workshop on the selection process in a temporary employment agency: what aspects are taken into account, what kind of dynamics are used, key questions and tips to face them. The activity took place on the 17th of may 2021 with 30 participants.

LAYNE CHANG. COMPANY. As a marketing and web developing company, ACH signed an agreement with this company for them to provide a training to participants on how to use social networks to create a positive personal brands towards their dream employment. The training happened through two workshops: 16th of February and 4th of May 2021.

EULEN. COMPANY. They are a long-lasting collaborator of ACH and a collaboration scheme was stablished with them to provide a workshop, through volunteering, on the different phases of a recruitment process and how to overcome them from the company perspective.

WINDUP. COMPANY. Windup School SRL, is a 100% digital business school located in Malaga. Their training defines them for being different from the rest, because it is focused on the reality of the labor market and what companies demand. But above all, they make a difference with the way they teach, with their own methodology, totally practical so that their students are able to apply everything they have learned immediately. A collaboration agreement was signed with them and ACH, concerning a volunteering activity in which their professionals provided a training on LinkedIn use to 8 participants on the 22nd of April 2022.

ARA FORMACIÓN. TRAINING PROVIDER. They provided a training, for some of the participants (10 of them) interested in this professional field, in "Multi-purpose section clerk,



delicatessen, bakery, greengrocer, cashier and replenishment". The training took place from 13/05/2021 to 06/07/2021 and the collaboration was established with ACH through the signature of an agreement.

COACHING AIRLINES. TRAINING PROVIDER. As experts in coaching and neuroscience, a collaboration agreement was signed with them to provide a training on how to overcome the limiting beliefs related to age affecting finding a job. It took place on the 24th of May and was an open activity to all participants of Vives Emplea projects in Spain, including those who were part of the Act45 pilot testing.

ANA GOROSTEGI. TRAINING PROVIDER. As a freelance training provider, an agreement was established with her to conduct a training on how to increase the self-confidence and motivation towards finding a job, as well as to how to build a good personal and professional pitch and improve the communication skills. The training took place on the 21st and 22nd of April, with 17 and 18 participants respectively.

PROGESTIÓN. CSO. Progestión Association works towards a society of collaboration and participation for all, on the basis of respect and equality. A collaboration scheme was established with them through an agreement that resulted in a volunteering activity, they provided a training on main skills and attitudes towards preventing aggressive behaviours. It took place on the 23rd of April with 19 participants.

CREEAR. COMPANY. CREEAR aims to help people in their emotional well-being. Through a variety of carefully designed so that participants discover practical tools to address their emotional tools to address their emotional wellbeing and boost their actions and results in the search for employment. A collaboration was established for them to provide a workshop on understanding the importance of focusing on your emotional wellbeing for your personal productivity, as focus on your emotional well-being will become a turning point in your job search. The training took place on the 13th of April 2021.

ALFREDO VELA ZANCADA. TRAINING PROVIDER. Alfredo is a professional in the world of in-company training, he has organized courses, developed didactic materials, tutoring of e-learning training, and Management of training centres. Author of the books "How to find a job with Social Networks (and without them)" and "TheTwitterBook". A collaboration agreement with him was established and he developed a training on how to bridge the digital gap and use digitalization for employment purposes.

FUNDACION LABORAL DE LA CONSTRUCCIÓN. CSO. An organization that provides companies and workers with the resources that make possible a more professional, safer, more a more professional, safe, qualified and future-oriented sector.

They have training in the construction sector, certificates of professionalism, job offers professionalism and employment exchange. We established a collaboration with them that involved their participation in a roundtable regarding the opportunities of our participants in the labour market and in a virtual job fair organized by ACH. The took place the 11th of May and 8th of June 2021.

GUSTAVO SANTOS. TRAINING PROVIDER. He is a trainer and coach from the Institute of Emotional Education. A collaboration scheme was developed and he provided a training session focused on emotional intelligence and empowerment towards employment.



NOEMIE VICO. TRAINING PROVIDER. Noemie is a professional in the development of individuals and teams, accompanying organizations in change processes from different approaches, methodologies and tools such as Design Thinking, Agile, Kanban and

Management 3.0, among others. She is Co-author of the book "SMART FEEDBACK: Conversations for the development of Talent", published by LID editorial. Through a collaboration agreement, she developed a training session focused on the value proposition and elevator pitch to which 20 participants attended.

On top of the mentioned one, other alliances have been established along the project with the winners of the good practices context and other relevant stakeholders, private and public, that participated in the Act45 national event or those that have joined the platform.

Motivation and engagement strategies implemented for unemployed low skilled adults over 45 years old

The partnership tested motivation / engagement strategies such as:

- Personalized guidance and skills audit
- Trainings designed by professionals of the labor market targeted to the labor market needs
- Direct networking with companies at the end of the trainings
- Practice based approach, through participatory and experiential methods, which is evident already from the info session
- Learning outcomes recognition through certifications
- Use of distance learning methods to ensure flexibility

Motivation and engagement strategies implemented for employers

The strategies to engage and involve companies and potential employers mainly included:

- The designation of a specific focal point, in charge of canalizing all actions conducted with employers, to invite them to participate in the different project actions, etc.
- The organization of meetings and cooperation opportunities
- The creation of an engagement strategy plan presenting all the benefits for the employers and translating intent into action by signing partnership agreements

Summary of impact assessment results

The impact that the project had on low skilled adults over 45 years old participating in the activities, seems to build on two axis:

- A. **Positive impact on participants' employability profile** in terms of acquiring skills and knowledge on the field(s) trained and on the overall functioning of the labour market, thus increasing their job readiness and their possibilities to find a job.

In this regard, according to unemployed low skilled adults over 45 years old responses:

- 95% of respondents claim that they gained sufficient knowledge on the seminar(s) / training(s)' topic(s), through their participation in the project



- 89% of respondents state that they will use the knowledge acquired to fulfil related professional tasks
- 100% of respondents feel that their participation in the project will help them in the process to find a job
- 63% of respondents feel that their participation in the project has improved their situation in the labour market

B. Participants' overall empowerment and indications of change in their attitudes and behaviour. This could be understood as an increase in their self-awareness / self-confidence / self-esteem and goal setting, a more positive and active attitude towards job search and a more positive attitude towards training but, in some cases, it can also be extended to overall increase in motivation, confidence in their skills, positive attitude and improved situation in their family or environment.

In this regard, according to participants' responses:

- 100% of respondents state that the project had an impact on their personal development beyond the professional dimension
- 95% of respondents mention that after their participation in the project they feel more willing to participate in similar projects in the future.
- 95% of respondents mention that, after their participation in the project they feel more willing to seek training opportunities to upgrade their skills
- 84% of respondents feel more motivated, more confident in their skills and have a more positive attitude after participating in the project
- 63% of participants feel that their participation in the project has improved the situation in their family or environment

Additionally, the project has contributed in **30% of participants finding a job.**

Furthermore, 89% of unemployed low skilled adults participating in the project, 100% of trainers, 75% of counsellors and 100% of employers state that they are satisfied with their participation in the project.



Italy

Collaboration scheme created

A collaboration scheme was created as follows:

Eufemia Ngo: participants joined their cooking course and they will continue the training in September

Forma-rete: A training provider; we connected some participants to them and start a collaboration on different projects

Cpia 2/4: Public training providers; we started a collaboration in which we share opportunities for adult students

Arcobaleno Association: They offer services, traineeships and spaces for people with disabilities; they joined the network widening the opportunities for their beneficiaries

C.S. Abele Lavoro: They offer services, traineeships and spaces for fragile people; they joined the network widening the opportunities for their beneficiaries

Liberi Tutti: They offer services, traineeships and spaces for refugees, women and families with babies; they joined the network widening the opportunities for their beneficiaries

Miriam Bertuzzi: She is a nutritionist and she participate in a session of the cooking course

Patrizia Camedda: She is a psychotherapist and she has participated as a counsellor during the individual sessions and also during the testing of mock exercise and case studies

Motivation and engagement strategies implemented for unemployed low skilled adults over 45 years old

The partnership tested motivation / engagement strategies such as:

- Personalized guidance
- Practice based approach, through participatory and experiential methods
- Providing information for seminars that are going to happen according to participants' needs

Motivation and engagement strategies implemented for employers

The main strategy used to engage and involve companies and potential employers was the organization of meetings and cooperation opportunities to sensitize employers. It remained challenging to engage employers in the activities, two local employers were marginally involved in a sensitisation session with project participants, where they talked about their companies and answered questions on labour market issues. The limited time available for the implementation of activities, seems to have played a role in not being able to effectively engage employers in the scheme.

Summary of impact assessment results

The project seems to have had a **positive impact** on participants **in terms of acquiring knowledge and skills on the field trained** and on their **overall empowerment, motivation and personal development**. However, this is not directly perceived as improvement in their employability profile nor in their situation in the labour market. This seems to be related with the minimal levels of employers' participation in the pilot activities, the difficult connection of the training paths selected with the labour market and the personal circumstances of the participants (mainly people with multiple vulnerabilities).



In more detail:

A. Positive impact in terms of acquiring skills and knowledge on the field(s) trained

80% of respondents claim that they gained sufficient knowledge on the seminar(s) / training(s)' topic(s), through their participation in the project. However, few relate this knowledge and skills with improvements in their employability profile and an increase of the possibility to find a job:

- Only 40% of respondents state that they will use the knowledge acquired to fulfil related professional tasks
- 40% of respondents feel that their participation in the project will help them in the process to find a job
- 40% of respondents feel that their participation in the project has improved their situation in the labour market

B. Participants' overall empowerment and indications of change in their attitudes and behaviour.

Participants seem to have increased their self-awareness / self-confidence / self-esteem and their overall motivation, confidence in their skills and positive attitude. However, this does not seem to relate to a change in their overall attitude towards training and skills development, as shown in participants' responses:

- 80% of respondents state that the project had an impact on their personal development beyond the professional dimension
- 100% of respondents mention that after their participation in the project they feel more willing to participate in similar projects in the future.
- 80% of respondents feel more motivated, more confident in their skills and have a more positive attitude after participating in the project
- Only 40% of respondents mention that, after their participation in the project they feel more willing to seek training opportunities to upgrade their skills
- Only 20% of participants feel that their participation in the project has improved the situation in their family or environment

Overall, 80% of unemployed low skilled adults participating in the project, 100% of trainers, 33% of counsellors (67% neutral) state that they are satisfied with their participation in the project.



Bulgaria

As envisaged in the grant agreement, SZREDA tested the Ac+45 experiential training materials on basic and soft skills in Bulgaria through the organization of seminars and built a collaboration scheme mainly serving this purpose but also sharing the project outputs and measuring results.

Collaboration scheme created

Two main partnerships have been created:

1. The Directorate of the Labour office in Stara Zagora was our main partner. They were identified as an important stakeholder and partner since the start of the project and we had several opportunities to discuss in informal environment the common benefits that we could have if they are involved in the implementation of some of the activities. This partnership was further bound with the signing of the Stakeholder Agreement. Their input was valuable as they know a lot better than us the target group and how to approach it in order to have an optimal impact on the beneficiaries. Working with their team of psychologist was crucial in setting up the pilot testing activities, selecting the beneficiaries, corresponding to the profile needed, and facilitating the process of introducing our team to the target group.
2. For one of the events and following a proposal from the Labour office, we have worked in partnership with the Bulgarian-German Vocational Educational Training Centre in Stara Zagora. They organised specific vocational training sessions from 3 weeks to more than 6 months and attendees receive upon successful completion of their education a qualification certificate or part of a profession certificate. This creates an opportunity for unemployed people to be more attractive to companies and even to create their own business. This partnerships were useful in terms of showing the example of a potential path to follow for unemployed people – registering at the labour office, participate in different trainings, achieve a qualification degree, get a job offer.

Motivation and engagement strategies implemented for unemployed low skilled adults over 45 years old

The partnership was mainly created to test the project's experiential training material, thus the main motivation strategy used was the offering of trainings using a practice based approach, through participatory and experiential methods.

Summary of impact assessment results

Training sessions conducted were evaluated very highly by participants, both in terms of organisation, tools and methods used and in terms of content, correspondence to needs and results achieved in strengthening participants' employability profile. Participants stated that case studies were based on real scenarios that some of them have even encountered during their professional and personal life.

- 85% of participants agree or strongly agree that they will use the knowledge gained to fulfil related professional tasks
- 98% stated that the training will help them in the process to find employment
- All respondents state that the trainings corresponded to their professional needs.
- 100% of participants are satisfied with their participation in the project