



Co-funded by
the European Union

This project has received financial support from the European Union Programme for Employment and Social Innovation (EaSI) (2014-2020) and the European Social Fund under Grant Agreement VP/2020/010/0139. For further information please consult: <http://ec.europa.eu/social/easi> and <http://ec.europa.eu/esf>

SEED PILOT GREECE 2

PROJECT DETAILS

Project title	SEED - Social innovation EcosystEm Development
Call	VP/2020/010
Project start date	May 17 th , 2021
Duration	24 months
GA Number	VS/2021/10191

DELIVERABLE DETAILS

Deliverable WP	WP2
Deliverable Task	Task 2.3
Deliverable Identifier	SEED_D2.3
Deliverable Title	SEED Pilots
Editor(s)	Bellis Vasileios, Effie Amanatidou, Marianna Kondilidou and Yiorgos Alexopoulos
Reviewer(s)	VS/2021/10191
Submission Date of Delivery	
Status	<i>Final</i>
Version	2.0
File Name	SEED_D2.3_SEED Pilots_Greece_2

Disclaimer

The information and views set out in this deliverable are those of the author(s) and do not necessarily reflect the official opinion of the European Union. Neither the European Union institutions and bodies nor any person acting on their behalf may be held responsible for the use which may be made of the information contained therein

TABLE OF CONTENTS

Contents

1.	INTRODUCTION	4
2.	MAIN OBJECTIVE	4
3.	Our starting point /Where we are?	5
4.	What added value do we want to bring through the pilot? /Where do we want to go?	5
5.	HOW DO WE GET THERE.....	7
5.1.	Actions.....	8
	REFERENCES- Appendix.....	20

1. INTRODUCTION

Short description [*max ½ page*]

The suggested pilot action focuses on developing services for vulnerable youth (aged 16+) that exit supporting structures. The services will aim at supporting youth social integration by improving the employability of the vulnerable youth by increasing their skills and matching skills demand and supply in the areas where they are located. The supporting structures include for instance orphanages, NGOs and structures caring for unaccompanied refugees, correction facilities, etc.

A co-design approach will be implemented in the design and implementation of the relevant policies and programs/services.

The target group is vulnerable young people (aged 16+) that come out of supporting structures and are ready for rehabilitation and social integration. The relevant stakeholders to involve include:

1. Organizations coming from the social economy sector but also beyond (cooperatives, social enterprises, civil society organizations, societal organizations, foundations, associations, unions, etc.) with close relations (representing, caring for, supporting, etc.) with the target group (vulnerable youth)
2. Capacity building organizations involved in education, vocational training, providing advice or mentoring to the target group
3. Structures/initiatives promoting and supporting social innovation
4. Business or employers' representatives or individual (social) businesses creating employment opportunities
5. Policy design and implementation organizations (Managing Authorities, relevant Ministry departments/units, policy-makers)

2. MAIN OBJECTIVE

The aim of the pilot is to design services and measures to support youth 16+ at the stage of rehabilitation and social integration (coming out of orphanages, support facilities for addicts, structures for unaccompanied refugees, penitentiaries and correcting facilities, etc.). In particular

1st aim: to approach, engage and empower vulnerable youth in order to improve their employability or their access to formal (vocational) training

2nd aim: to design and implement the suitable specialized policies and programs to support vulnerable youth at the stage of social (re)integration having in mind the previous aim.

3. Our starting point /Where we are?

The second Greek pilot was planned by the Greek partners acting at the grassroots in order to highlight the change we would like to make through the project, by briefly describing another way that policies and measures can be planned, addressed to NEETs belonging in the most vulnerable – and usually invisible - groups of population: those exiting from support structures. In this case, there are no typical and traditional supportive structures (like the family) and the access to the usual channels of information (internet, newspapers, human networks) is very limited.

There is a number of various/diverse organizations (public, public alike, NGOs, social enterprises, etc. identified during the mapping process) acting in the field but they cover only a part of the value chain and they don't participate in the policy design. The key problems of them are:

- There is a lack of an exit strategy from support structures or institutions and/or enter strategy to the following supporting structures aiming at increasing of employability, etc.
- There is a lack of continuity, complementarity and networking of services provided to cover the delicate age ranges into adulthood.
- They organize mainly temporary (pilot) projects but - even in the case of success – the results are not used by upper planning levels as a base of decision-making or a scale-up strategy.
- They are not invited systematically in a codesign process aiming at:
 - the post and ex-ante evaluation of their activities,
 - the optimization of the results of their projects and/or activities
 - the introduction of innovative approaches
 - their networking in the level of the value chain they are belonging and working for.
- There is a periodic availability of sources (programs and financing) ending in the discontinuity of services.
- The existing national planning culture is the top-down design of horizontal measures, that make no sense given the heterogeneity of the challenges facing these vulnerable groups and even parts within each of these groups.

These conditions result in the NEETS exiting support structures, feeling that they are being thrown out on the street without having any opportunity to acquire all the necessary skills for their integration. There is a significant risk to live in extreme poverty conditions or to develop delinquent behavior.

4. What added value do we want to bring through the pilot? /Where do we want to go?

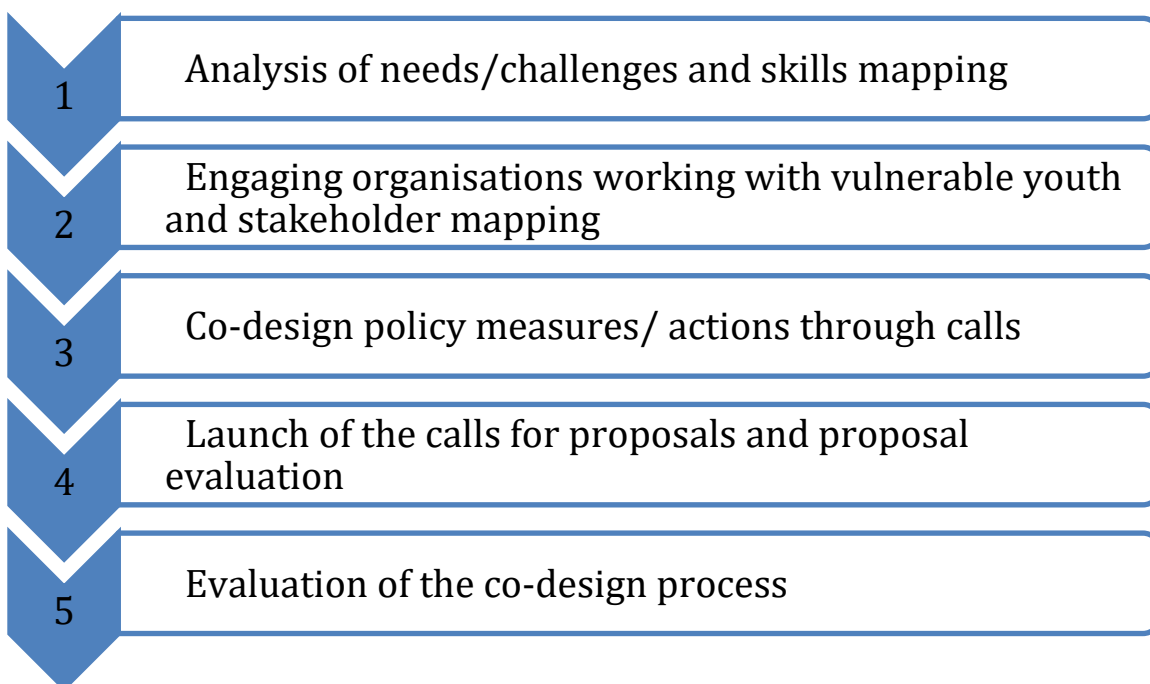
The Competence Centre could be the catalyst in bringing all the related stakeholders and responsible authorities into a codesign process creating added value. Our pilot will test this process in favor of NEETs who exiting support structures, by simulating the operation of the Competence Center, and creating added value, through:

1. Addressing the employability of vulnerable youth by engaging them together with relevant stakeholders in a co-design process of appropriate measures/actions

2. Empowering vulnerable youth through their engagement in the co-design process
3. Networking the involved stakeholders in a value chain level
4. Engaging and mobilizing local businesses and social economy (community) actors in creating employment opportunities for vulnerable youth
5. Matching skills supply and demand and adjusting the education/training programs on offer

5. HOW DO WE GET THERE

1. Identification and analysis of the needs and challenges/problems that vulnerable youth (16+) are facing coming out of supporting structures and institutions and being at the phase of social integration. Mapping of the skills that these young people may have acquired during their support in relevant structures and institutions.
2. Identification of the rules, principles, and appropriate means to approach the vulnerable youth and design actions for their mobilization, liaison, raising awareness and support as well as stakeholder mapping of
 - organizations that have already developed actions for specific vulnerable youth (Gate Keepers)
 - organizations representing employers
 - relevant policy-making bodies
 - special skills development organizations
 - organizations promoting and supporting social innovation
3. Organization of the co-design process and implementation of co-design of policy measures or actions through specific call(s) for proposals inviting consortia that include at least 2 different types of stakeholders (e.g. Gate Keepers and skills development organizations). The co-design process will use tools like problem definition, problem tree analysis, service design, and user journey
4. Launch of the calls for proposals and evaluation of the proposals received (optional/depends on extra-consortium mandate and decisions)
5. Evaluation of the whole process leading to the co-design of measures/actions through calls



5.1. Actions

[to be repeated for each action]

Action Num.	1	Action Name	Analysis of needs/challenges and skills mapping of vulnerable youth (16+) Identification of Opportunities for employability and further training		
Lead actor (Main responsible & monitoring agent)	Key actors (External/internal support)	Outcomes (Measure the change in the situation)	Cost of delivery (Investment needed, HR cost, procurement)	Resources available (Local budget/assets to dedicate)	Timescale (Implementation period)
ANKA	ANKA's consortium MoL Kollectiva Associated partners	Skills mapping Gaps and Needs analysis Opportunities for employment and education/training in the area	0	ANKA's consortium	10/2022 – 12/2023
Main activities the action entails (Include time)		<p>Identification and analysis of the needs and challenges/problems that vulnerable youth (16+) are facing coming out of supporting structures and institutions and being at the phase of social integration. These problems/challenges have to do with employability, further access to formal education and social well-being. The analysis will be based on interviews with the relevant stakeholders (see above).</p> <p>Mapping of the skills that these young people may have acquired during their support in relevant structures and institutions.</p> <p>Identification of the opportunities for employment or further education/training. In detail, such opportunities and possibilities will be traced by:</p>			

	<ol style="list-style-type: none"> 1. Analyzing demand-supply either through desk research (review of existing reports by societal actors and other relevant organizations, literature, statistics, press articles, relevant platforms, tools and reports such as those of Cedefop, etc.). 2. Informing, raising awareness and training businesses (including mainly in the process social economy enterprises) about the opportunities of creating employment opportunities in locations and areas that are close to the supporting institutions of vulnerable youth and adjusting relevant educational material with examples, practical experiences, etc. 3. Mapping the structures/organizations providing formal education/training in the wider area where the structures supporting the vulnerable youth are located.
<p>Milestones (Main achievements that show action progress towards the expected result)</p>	<p>Mobilization of at least 10 organizations working with/Supporting structures of vulnerable youth (regional/national scope)</p> <p>Access to at least four (4) different vulnerable groups selected from e.g. youth with disabilities, youth under the poverty level/recipients of SSI (social solidarity income), Roma, Third Country Nationals, Gender-based violence victims/survivors, beneficiaries of homeless shelters/projects' targeting homeless persons, beneficiaries and/or dropouts from institutionalized accommodation types (youth shelters, cil appts, orphanages & other structures of National center of social solidarity), youth under rehabilitation process, youth with delinquent behavior/under detention, etc</p> <p>Engaging businesses in understanding gaps/need in creating employment opportunities for vulnerable youth</p> <p>Engaging educational/training organizations in meeting the skills needs of local business with vulnerable youth</p>
<p>Deliverables and KPIs (quantitative output expected as a result of the action, e.g. number of beneficiaries, number of sub-actions implemented etc.)</p>	
<p>Geographical areas covered: Metropolitan areas of Athens and Thessaloniki, and at least two additional Greek Regions (Thessaly and one island region)</p> <p>Gaps and Needs analysis (summary):</p> <ul style="list-style-type: none"> ● There is clearly a gap at the exit point of supporting structure when people become of age (18). Exit strategies from the institutions are relevant and possible to address only the age of 18+. 	

- For the unaccompanied underaged youth (including refugees) there are structures that support them until they are adults (reach the age of 18). As soon as they become adults there is no legal framework nor supporting measures to provide the help needed, although this age is still delicate and faces different challenges from older adults (e.g. 22-29).
- Homeless shelters may also provide shelter and psychological support to people coming out of orphanages even though for a short period of time (6-12 months)
- There are mechanisms currently working that cover the most immediate needs of people that get out of prison and also provide advice and support for employment in collaboration with relevant agencies (e.g. DYP/GR PES).
- There have been measures that existed in the past but were discontinued mainly because of a lack of funding despite the positive impacts created. One such example is the ESTIA program providing home and psychological support. METADRASI is providing such services to underaged refugees, but the capacity of 30 people is very limited to cover the existing needs.
- Regarding the institutional context, a positive development was the definition of the legal form of a Social Cooperative for Integration which allowed ex-addicts for instance to create such cooperatives. Although some good examples exist today (e.g. <https://myrtillocafe.gr/en/home/>, <https://argokoinsep.gr/>) this possibility seems to be inactive at the moment.
- Discontinuation of funding programs is also a major issue – needs to ensure continuity supported by evaluations taking into account the experience of people working as well as being hosted by support structures/programs. In addition, successful pilot programs tend not to be replicated.
- There is a similarity or even commonality of basic needs (e.g., food, roof, making a living) of different vulnerable groups of the population, irrespective of the source of their vulnerability
- There is a low level of education of these groups, and lack or inertia of hard soft skills
- There are the multifaceted needs on health, physical and mental, work, legal and financial support, as well as the creative management of their free time, to prevent falling back to old habits
- In some groups, there are additional needs and barriers to their integration, such as linguistic and cultural
- A significant issue that affects almost all persons belonging to these groups is the stigmatization, which indicates the need of education of the community and society, overall.
- There is a need of institutions and structures in charge of integration to form networks and collaborate with each other not only informally but also formally.

- There is a fragmentation when defining vulnerable groups and drafting laws and programs for them, which in many instances results in the exclusion of some groups from support measures and an absence of information and of choices that already exist for these groups.
- There is a lack of coordination among different actions, structures, and authorities with a focus on integration as well as a lack of interconnection of public authorities in charge of integration. Generally speaking, there is no structure functioning as the coordinator or help desk that would make available all relevant information on structures and initiatives that may be of interest to these vulnerable groups, receive feedback from the stakeholders and work towards a co-construction of public policies. There is also a lack of a group of workers in relevant fields of integration responsible to network, exchanging experiences, ideas, and solutions, and coordinating joint actions could be very helpful.
- There is a need to act at a central, regional, and local level and focus on mapping the initiative undertaken at local level and matching them with the current needs
- The convergence between integration and cooperation (example of Argo in Thessaloniki) can foster relationships among vulnerable and non-vulnerable groups of the population
- All these groups share the need for social integration to cover their needs – the possibility to build something together (like a social cooperative) and get help to collaborate with other community initiatives not necessarily targeting vulnerable groups is quite promising.
- Individuals are needed with the proper skills and institutional role to provide mentoring and enable the transition to the next phase in the lives of these people – this would be helpful even for the addicted besides the ex-addicts – these people need to get help for creating a vision for their lives and find the route towards this.
- Vulnerable people from these target groups may have different attitudes in relation to how they see their lives after getting out of the institutions (refugee homes, orphanages, prisons, etc.). Some may be eager to benefit from support measures and programs, while others may be more selective or may not like what is on offer. This is also associated with a lack of mobilization or a latent dormancy that may have settled depending on the time of institutionalization.

Overall conclusion: absence of legal, financial support and guidance for the next day for vulnerable groups exiting structures or finalizing programs for integration

Risks	Limited accessibility to organizations working with vulnerable youth Limited interest by the demand side to engage	Proposed mitigation measures	risk	Mobilization of members of the ANKA SEED team Activation of SSE organizations in the networks of ANKA's consortium
--------------	---	-------------------------------------	-------------	---

Action Num.	2		Action Name	Engaging vulnerable youth and stakeholder mapping		
Lead actor (Main responsible & monitoring agent)	Key actors (External / internal support)	Outcomes (Measure the change in the situation)	Cost of delivery (Investment needed, HR cost, procurement)	Resources available (Local budget / assets to dedicate)	Timescale (Implementation period)	
ANKA	ANKA's consortium MoL Kollectiva SciFy Associated partners	Strategy to approach and engage vulnerable youth Stakeholder mapping	0	ANKA's consortium	10/2022 – 12/2022	
Main activities the action entails (Include time)		Identification of the rules, principles and best means to approach the vulnerable youth by consulting structures and institutions supporting vulnerable youth and stakeholder mapping of a. organisations that have already developed actions for specific vulnerable youth (gate keepers)				

	<ul style="list-style-type: none"> b. organizations representing employers c. relevant policy-making bodies d. skills development organizations e. organizations promoting and supporting social innovation
<p>Milestones (Main achievements that show action progress towards the expected result)</p>	<p>Approaching and engaging SSE and further organizations working with vulnerable youth and further stakeholders that support or fund their interventions</p>
<p>Deliverables and KPIs (quantitative output expected as a result of the action, e.g. number of beneficiaries, number of sub-actions implemented, etc.)</p>	
<p>Stakeholder mapping and engagement:</p> <p>The composition of the organizations invited to participate in the pilot, simulating the operation of the Competence Center, was:</p> <ul style="list-style-type: none"> ● MoL (Ministry of Labor/ Social Economy division) ● Therapy Center of Dependent individuals ● Homeless Structure ● Managing Authorities of Regional Operation Programs (Region of Thessaly) ● Regional Observatory of Social Integration (Region of Thessaly) ● Specialists in issues related with released prisoners ● Members of academic institutions (universities and research centers) ● NGOs and structures hosting orphans ● NGOs and structures hosting unaccompanied minors and refugees ● Social enterprises, members of AN.KA's network 	

Risks	Limited accessibility to organizations working with selected vulnerable youth groups	Proposed mitigation measures	risk Mobilization of members of the ANKA SEED team
--------------	--	-------------------------------------	---

Action Num.	3	Action Name	Co-design of policy measure or action or call for proposals		
Lead actor (Main responsible & monitoring agent)	Key actors (External/internal support)	Outcomes (Measure the change in the situation)	Cost of delivery (Investment needed, HR cost, procurement)	Resources available (Local budget/assets to dedicate)	Timescale (Implementation period)
ANKA	ANKA's consortium MoL Kollectiva Associated partners	Co-design process Co-design workshops Co-designed terms of reference for the call for proposals	0	ANKA's consortium	12/2022 – 4/2023
Main activities the action entails (Include time)		<ol style="list-style-type: none"> Organization of the co-design process through a series of workshops (2-3) using tools like <ul style="list-style-type: none"> ● Problem definition ● Problem tree analysis ● Service design ● User journey Co-design of policy measures/actions through specific calls for proposals inviting consortia that include at least 2 different types of stakeholders (e.g., Gate Keepers and skills development organizations, see action 3). The measures or actions or calls for proposals will aim at increasing the employability of and empowering the vulnerable youth, raising awareness of local businesses and social economy organizations, adjusting the services offered by educational/training organizations to match skills demand and supply and overall supporting the social (re)integration of vulnerable youth. 			
Milestones (Main achievements that show action progress towards the expected result)		Co-design process completed Implementation of the co-design process through special workshops (2-3) Co-designed terms of reference for the call(s) for proposals			

Deliverables and KPIs (quantitative output expected as a result of the action, e.g. number of beneficiaries, number of sub-actions implemented, etc.)

Co-design process:

22 representatives in total from the above organizations participated in the activities of the pilot. They have been informed about the SEED project and most of them had attended some of the capacity building webinars organized in parallel in the period of this activity.

Finally, a two-days co-design meeting has been organized remotely, using the ZOOM platform.

The first meeting lasted 2 hours and its structure was:

- Introduction
- Presentation of the target groups and the problem definition by specialized or experienced persons
- Group work: The participants divided into two groups in order to enable the dialogue and the exchange of ideas among them. Each group had been supported by a coordinator and a rapporteur.
The first group focused on issues related to dependent individuals and orphans.
The second group focused on issues related to the homeless, released prisoners, unaccompanied minors, and refugees.
The subject of each group was the need for support services: training, networking, mentoring, psychological support, etc.
- Presentation of the group results
- Complementary issues to be discussed for each target group

The second meeting last also 2 hours and had the following structure:

- Introduction
- Good practices and missing services for each target group
- Group work. The participants were divided into two groups with the same method as in the first meeting. The subject of the group work was:
Ideas and proposals of social innovations covering the needs of target groups
Possible implementation partners
Financial sources and estimation of the cost
- Presentation of the group results

<ul style="list-style-type: none"> • Complementary issues to be discussed for each target group • Wrap-up • Evaluation of the process 			
Risks	Limited interest of relevant stakeholders	Proposed mitigation measures	risk Mobilization of member of the Greek SEED team (Ministry, EYSEKT, etc.)

Action Num.	4 (intermediate/optional)	Action Name	Launch of the implementation of the call(s) for proposals for specific measures and actions strengthening the employability of the vulnerable youth		
Lead actor (Main responsible & monitoring agent)	Key actors (External / internal support)	Outcomes (Measure the change in the situation)	Cost of delivery (Investment needed, HR cost, procurement)	Resources available (Local budget / assets to dedicate)	Timescale (Implementation period)
MoL	ANKA ANKA's consortium Kollectiva Associated Partners	Call for proposals	0	SEED team	4/2022-5/2022
Main activities the action entails (Include time)		Launch of the calls for proposals through the ESF+ MA Organisation of the evaluation process and evaluation of the proposal(s) received			
Milestones (Main achievements that show action progress towards the expected result)		Launch of the call Evaluation of the proposal(s) received			

Deliverables and KPIs (quantitative output expected as a result of the action, e.g. number of beneficiaries, number of sub-actions implemented etc.)			
<p>Call for proposals (4/2023) – evaluation report (TBD according to the specs of the call and following the ESF+ MA consultation)</p> <p>This activity was not implement due to:</p> <ul style="list-style-type: none"> • The changes in the managing authority • The incompatible timing with the programming cycle • The call for national elections 			
Risks	<p>Incompatible timing of launching the call for proposal(s) with the program cycle of the specific ESPA action line/program</p> <p>Limited interest of relevant stakeholders to submit proposals or limited number of proposal(s) received</p>	Proposed risk mitigation measures	<p>Coordination and close collaboration with the members of the Greek SEED team (Ministry, EYSEKT, etc.)</p> <p>Engaging of the stakeholders in the co-design of the call</p>

Action Num.	5	Action Name	Evaluation and refinement of the whole process leading to the co-design of measures / actions / call for proposals to be included as a service in the Social Innovation Competence Centre		
Lead actor (Main responsible & monitoring agent)	Key actors (External / internal support)	Outcomes (Measure the change in the situation)	Cost of delivery (Investment needed, HR cost, procurement)	Resources available (Local budget / assets to dedicate)	Timescale (Implementation period)
ANKA	ANKA's consortium MoL Kollectiva SciFy Associated partners	Finalised co-design process, tools and mechanisms	0	ANKA's consortium	3/2023-5/2023
Main activities the action entails (Include time)		<p>Evaluation through a survey (with focus groups, or interviews or online) of the whole co-design process</p> <p>Refinement based on feedback received</p> <p>Finalisation of process, tools and mechanisms to roll out as a service of the GR National Competence Centre for Social Innovation to increase the employability and skills of vulnerable groups through empowerment and social innovation.</p>			
Milestones (Main achievements that show action progress towards the expected result)		Detailed description of the service (process, target, groups, stakeholders, engagement approach, tools, etc.)			
Deliverables and KPIs (quantitative output expected as a result of the action, e.g. number of beneficiaries, number of sub-actions implemented etc.)					

Evaluation/feedback of the whole process by the organizations working with vulnerable youth (and when/if possible, with vulnerable youth) and stakeholders involved above average

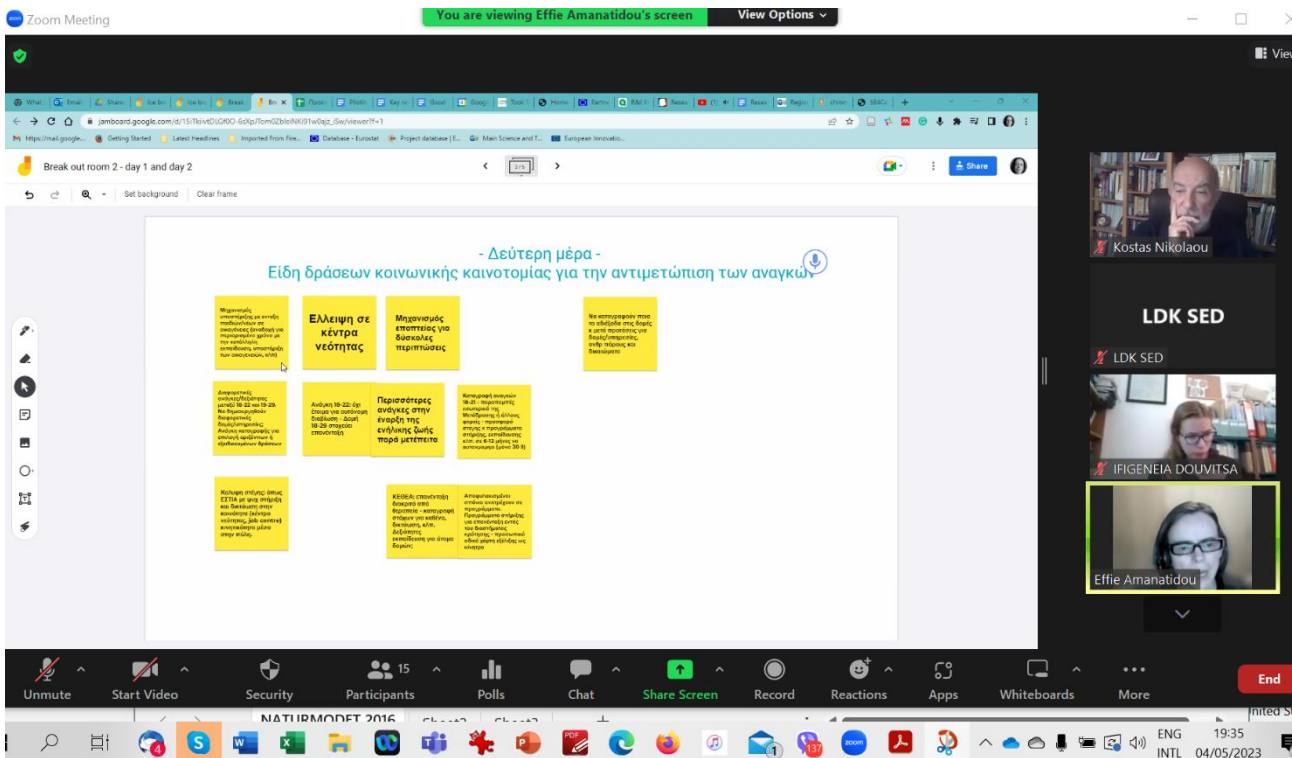
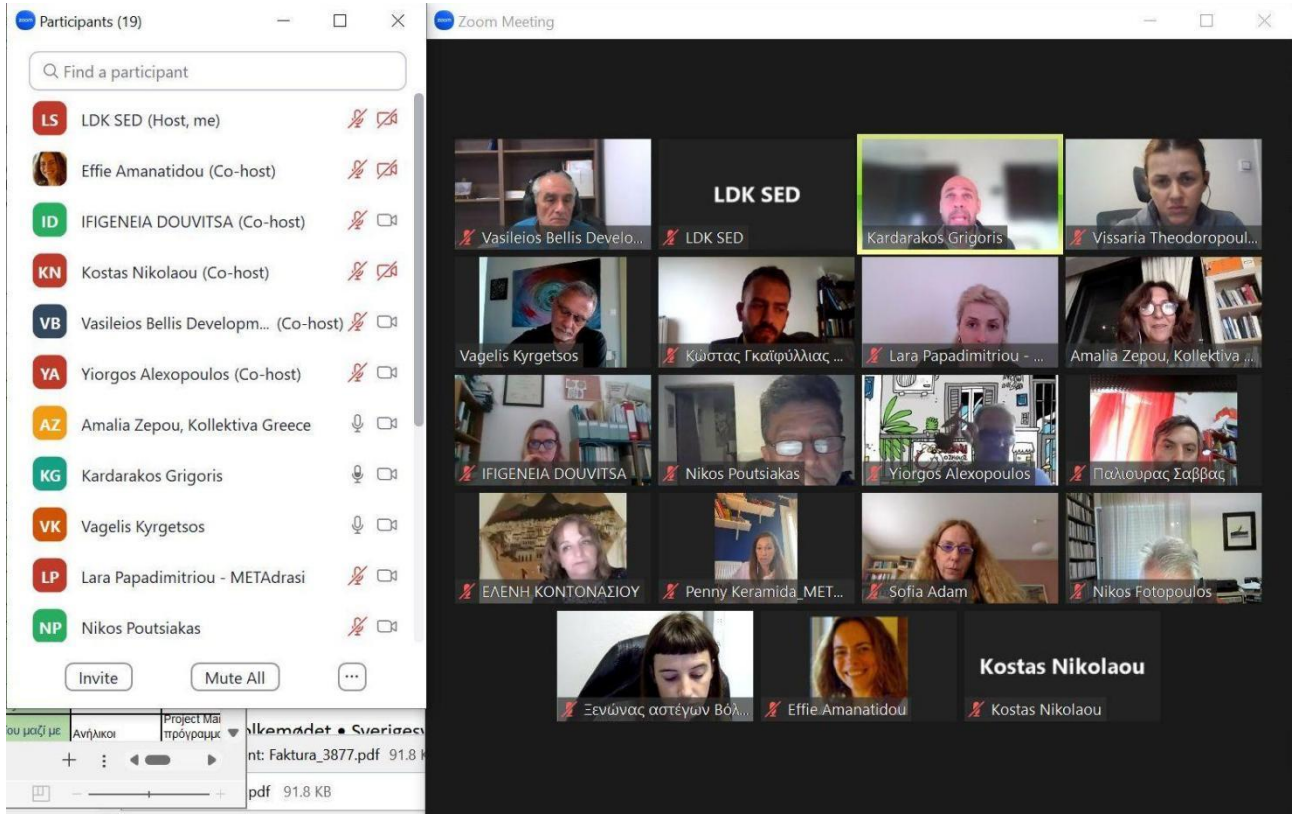
At the end of the two days of meetings an evaluation was organized. The participants had the opportunity to vote on four subjects:

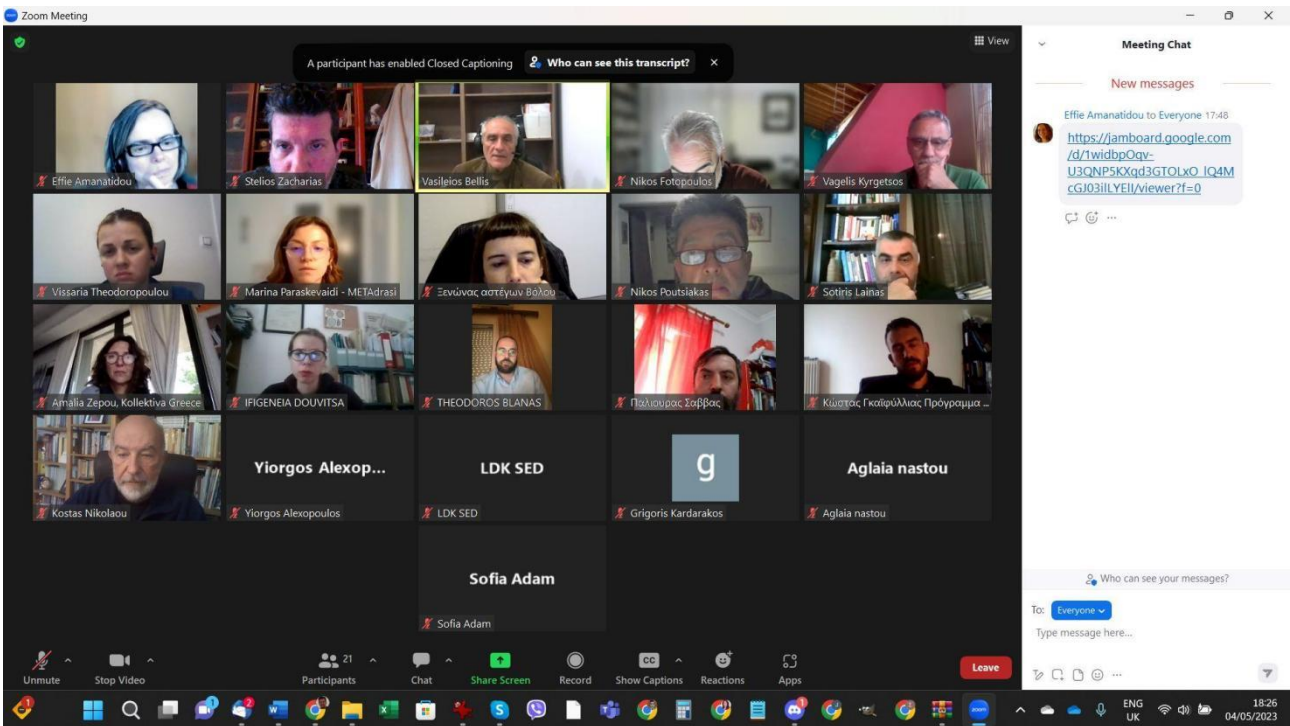
1. Is the co-design process significant for you? (Single choice)
 - Very much (86%)
 - Averagely (14%)
2. What aspects are the most significant for you in a codesign process? (Multiple choice)
 - To be heard all views and ideas (29%)
 - To be taken in mind all the proposals (29%)
 - The participants to understand the others' views or needs (57%)
 - To co-create activities/solutions (100%)
3. Which are the most significant organizations you would like to see participating in the co-design process? (Multiple choice)
 - Support organizations (57%)
 - National Social Policy makers (71%)
 - Local authorities and social services (71%)
 - Grassroots initiatives (71%)
4. Have you in the past been invited to participate in a similar process? (Single choice)
 - Never (57%)
 - Sometimes (14%)
 - Yes, frequently (29%)

Risks	Limited interest of relevant stakeholders to provide the service	Proposed mitigation measures	risk	Regular engagement of stakeholders in the co-design of relevant actions/measures of the CC addressing employability and training
--------------	--	-------------------------------------	-------------	--

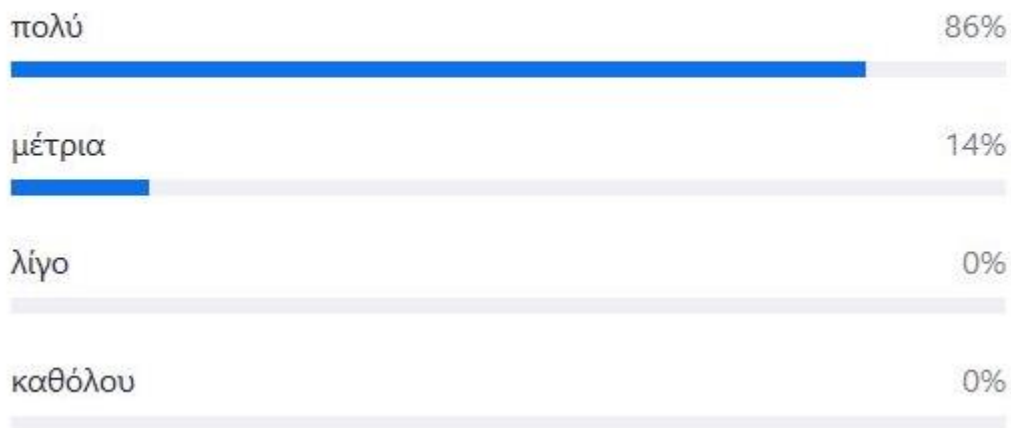
In the appendix there is material from the co-design process (screenshots, jam board work, evaluation results)

REFERENCES- Appendix



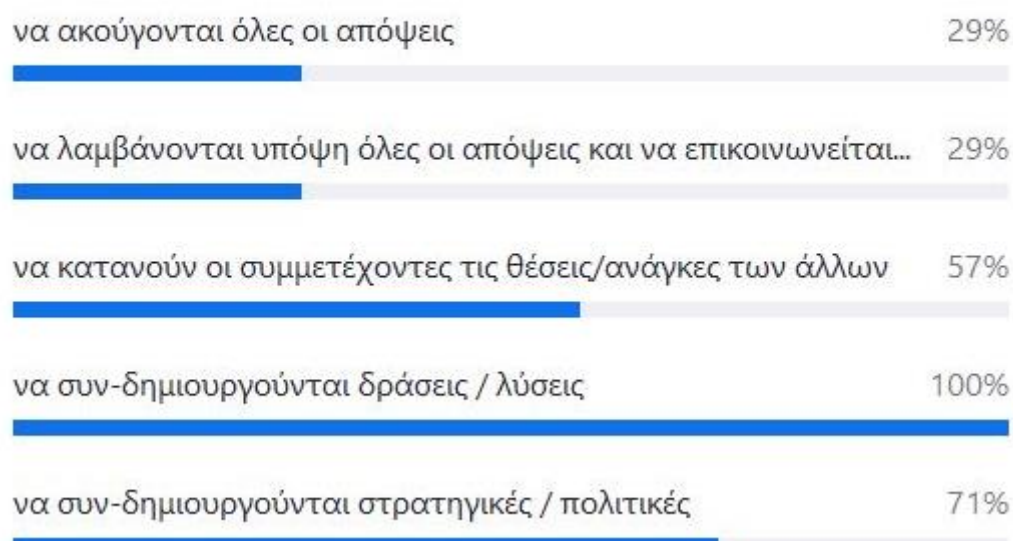


1. Κατά πόσο θεωρείτε σημαντική μια τέτοια διαδικασία διαβούλευσης με την ανάλογη χρονική επέκταση); (Single Choice) *

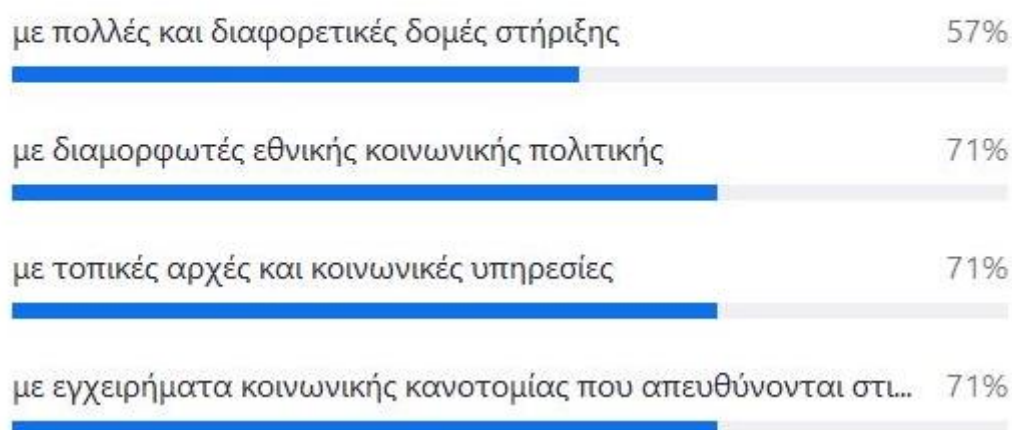


.....

2. Τι είναι σημαντικό σε μια διαδικασία διαβούλευσης; (Multiple Choice) *



3. Με ποιους φορείς θα ήταν σημαντική μια τέτοια διαδικασία διαβούλευσης; (Multiple Choice) *



4. Εχετε κληθεί στο παρελθόν να συμμετέχετε σε παρόμοια διαδικασία διαβούλευσης για τη διαμόρφωση μέτρων στήριξης των συγκεκριμένων ομάδων στόχων που εκπροσωπείτε; (Single Choice) *

