



INTERCEPT GUIDELINES

FOR THE SUCCESSFUL INTEGRATION OF 25-29-YEAR-OLD NEETS
INTO THE LABOUR MARKET WITH A FOCUS ON GREEN JOBS

DATE: 24/01/2024

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1. Introduction

These guidelines outline the instrument employed in the INTERCEPT project for incorporating 25-29-year-old NEETs into green jobs. The structure of the guidelines consists of:

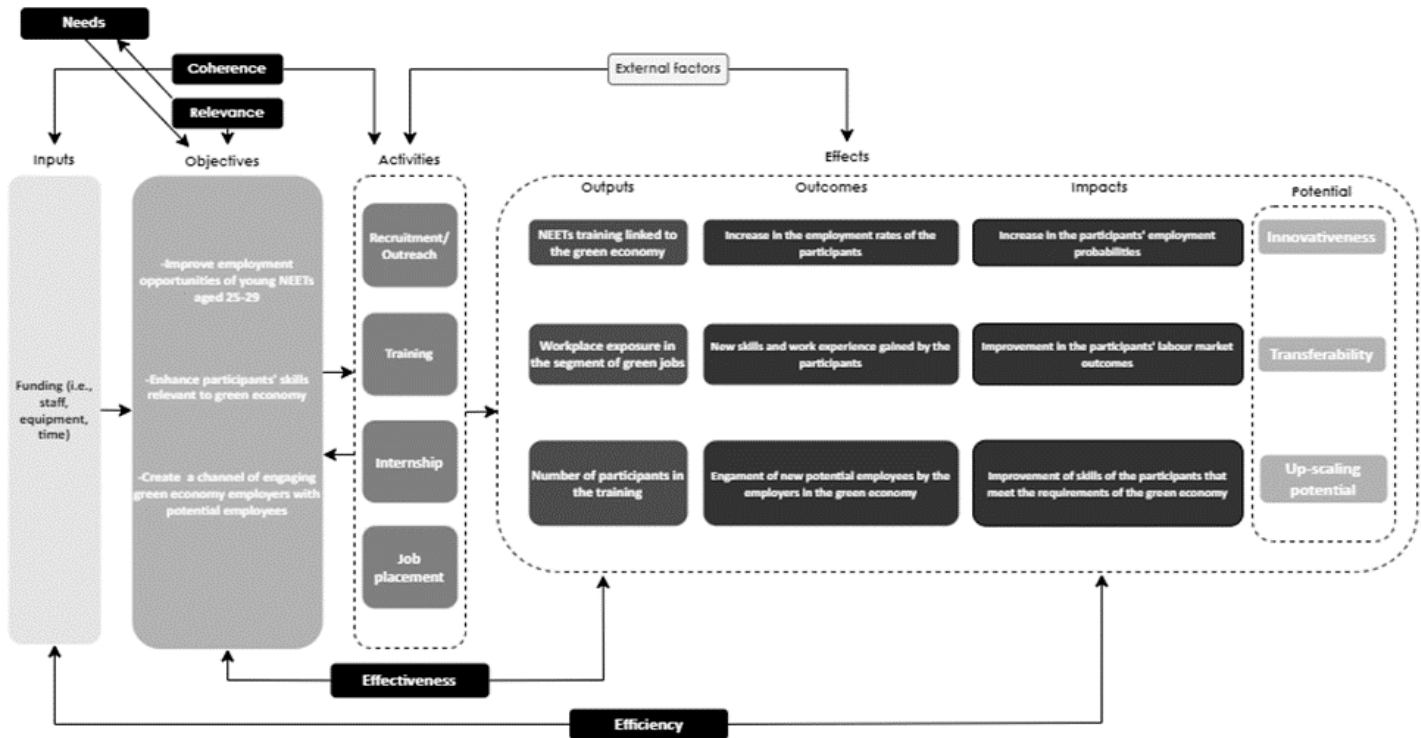
1. A theoretical framework grounded in the intervention model, which was created after an analysis of NEET characteristics in Italy, Lithuania, and Malta, alongside exemplary practices from across Europe. The pilot intervention was implemented and evaluated in Italy (South Tuscany), Lithuania, and Malta, and the insights gained are also summarized in this guide.
2. Practical guidelines detailing the application of the pilot in diverse settings.

The guidelines aim to provide stakeholders with the lessons learned from the INTERCEPT project and the steps that should be taken into consideration when adapting the pilot to the local context.

2. INTERCEPT pilot: steps implemented

The INTERCEPT pilot project was aimed at unleashing the potential of NEETs aged 25-29 in the green sector. The pilot scheme was tested in Italy (Tuscany), Lithuania and Malta. As the intervention logic below shows, the main objectives were to improve employment opportunities for young NEETs aged 25-29, enhance participants' skills that are relevant to the green economy and create a channel of engaging green economy employers with potential employees. This is done via four types of activities: engaging/outreach, training, internship/work placement and job placement/securing employment.

Figure 1. Intervention logic of the INTERCEPT project



Source: authors elaboration

The intervention had three main phases:

- 1) **RESEARCH PHASE** – understanding the context. For this, we analysed:
 - The characteristics and situation of 25-29-year-old NEETs in Italy (Tuscany), Lithuania and Malta¹. This analysis resulted in the [final report](#).
 - Good ALMP practices in countries involved in the implementation of the pilot, as well as experiences from across Europe². This analysis was part of the [final report](#).
 - Key cross-cutting competencies related to green jobs and the stakeholder's perspective³. The survey compared responses from different European countries: Malta, Lithuania, Slovakia, Italy, Luxembourg and Poland. This analysis resulted in the [study report](#) on the labour market stakeholders' perspective on green jobs.

- 2) **DESIGN PHASE** – designing how to connect NEETs to green jobs.
 - **Training design** – the insights from the research phase showed which competencies and skills should be strengthened to make it easier to connect NEETs and green jobs. This resulted in the paid training programme for NEETs and an additional training programme for partners and staff, which were provided in all three countries:
 - 25 hours of specialised training for NEETs aimed at imparting the knowledge, skills, and aptitudes relevant to green jobs, along with addressing important motivational and behavioural factors. The content of the trainings is provided in the [NEETs Training Final Material](#).
 - 40 hours training programme for the Jobsplus, ANCI, and Lithuanian PES staff. This specialised training focused on the green transition and the green economy, addressed the emergence of new jobs and sectors, and the challenges faced by NEETs in Europe. The content of the training is presented in the [Training Report](#).
 - **Pilot design** – aimed at answering the question of how NEETs and green companies can be connected. The INTERCEPT pilot scheme was established to provide participants in all three countries with the opportunity to engage in a paid 240-hour work placement or internship experience spread over 12 weeks (approximately 3 months). During this period, participants were able to collaborate with employers within the green sector and therefore gain meaningful on-the-job experience. A detailed description of the pilot design in all three countries is provided in the [Scheme Plan](#).
 - A summary of the main elements of the programme across Malta, Italy, and Lithuania is indicated below:
 - A paid 25-hour training on green jobs.
 - A paid work placement/internship (240 hours/12 weeks).
 - An allowance disbursed in three instalments: (1) after completing the 25-hour training; (2) after completing 180 hours/8 weeks of the work placement; (3) after the full completion of the whole work placement (remaining 60 hours/4 weeks). Participants receive payment on a pro-rata basis if they discontinue the intervention due to gainful employment or enrolment in alternative training or schemes.
 - NEETs receive personalised support for improving their employability through matching, counselling, profiling, and ongoing assistance;

¹ See: <https://INTERCEPTproject.eu/report-on-neets-and-relevant-almpractices/>

² Ibid

³ See: <https://INTERCEPTproject.eu/report-on-the-labour-market-stakeholders-perspective-for-green-jobs/>

- Direct interaction between companies and NEETs to promote efficient communication and teamwork.
- Routine monitoring visits carried out during the training and work placement to guarantee the efficient implementation of the programme.
- A variety of Active Labour Market Policy (ALMP) measures offered in parallel or after the intervention to increase the overall impact.
- The robust project documentation supports the assistance provided.
- **Communication and outreach campaign design** – Aimed at identifying effective strategies to raise awareness about the project objectives and to attract both NEETs and green companies, encouraging their active participation in the pilot scheme. The outreach strategies in all three countries differed as presented in the table below.

	Malta	Italy	Lithuania
Outreach NEETs	With reference to the Communication Strategy: <ul style="list-style-type: none"> - National Campaign - Personalised letters with manual applications sent via postal mail - Social media posts - Email campaigns - Radio ads - Published and online articles - Influencers 	With reference to the Communication Strategy: <ul style="list-style-type: none"> - Social Media Posts - Mailing lists: Anci Toscana’s voluntary service office, ARTI, Tuscany Region 	With reference to the Communication Strategy: <ul style="list-style-type: none"> - Email for targeted youth in the PES LT database - Email for employment consultants working directly with NEETs - Posts in PES intranet - Posts in social media
Outreach Employers	With reference to the Communication Strategy: <ul style="list-style-type: none"> - Email campaigns - Meetings - Social media posts 	With reference to the Communication Strategy: <ul style="list-style-type: none"> - Mailing lists: Anci Toscana to all municipalities, ARTI, Tuscany Region - Meetings with professional associations 	With reference to the Communication Strategy: <ul style="list-style-type: none"> - Email for targeted employers in the PES LT database - Posts in PES intranet - Meetings and events with potential employers - Posts in social media and press

- **Country-specific initiatives** – given their contextual and demographic disparities, some unique initiatives have been introduced and implemented within the pilot projects by each country’s implementing body (Jobsplus in Malta, ANCI Toscana in Italy, and Lithuanian PES in Lithuania). These initiatives are listed in the table below.

Malta	Italy	Lithuania
<ul style="list-style-type: none"> - Professional tutoring provided both in class and online. - Free childcare assistance during the training and the work placement phase. - Full payment for training attendance of at least 80%. - Matching participants with another employer if they drop out during the work placement, allowing them to complete the full 240 hours. - Testing and raising the allowance rate for NEETs. 	<ul style="list-style-type: none"> - Coverage of all expenses for internship activation, including insurance, individual protection devices, and specific training delivered by a tutor, up to a maximum contribution of €500. - Activation of internships, with activation, management, and monitoring handled in collaboration with ARTI. - Pre-recorded training sessions. 	<ul style="list-style-type: none"> - Provision of free vocational training or subsidies for employment upon demand. - In-house training conducted by PES staff. - Offering travelling allowance to NEETs.

3) **PILOT PHASE** – 240 hours (12-week spread on approx.3 months) paid internships/work placements for NEETs aged 25-29 in green companies in Italy, Lithuania and Malta. The pilot (training and internships) was carried out from October 2022 to December 2023. The evaluation of the three pilots was conducted, resulting in the Evaluation Report. The main lessons learned are provided in the following chapter.

3. Lessons learned from the implementation of the pilot project in Italy, Lithuania and Malta

The project pilot did not unfold entirely as envisaged, necessitating adjustments to the initial planning by the core team. The forthcoming chapter will detail several lessons learned from this experience. The lessons learned will be categorised into the following categories – lessons concerning:

1. Outreach strategy
2. Training
3. Internships
4. Administrative/ organisational issues
5. Costs
6. Other lessons

Lessons concerning outreach strategy

The initial step before the training and the internship involves the identification of NEETs for the project. Italy, Lithuania, and Malta employed distinct outreach strategies, each with its own merits and drawbacks. These are outlined below:

- **Reaching NEETs through career consultants resulted in an exceptionally low drop-out rate.** The Lithuanian outreach strategy was to offer internships directly to the NEET via face-to-face meetings with career consultants. This approach allowed consultants to provide comprehensive explanations about the project and address any queries that NEETs might have. Furthermore, the assigned consultant remained available to assist NEETs throughout the entire project, contributing to a minimal dropout rate.
- **Varied outreach strategies tailored to different age groups proved to be successful.** In Malta, an important observation extracted from the pilot was the divergent responses of individuals in different age brackets to various outreach strategies. Younger participants, often more tech-savvy, exhibited a greater interest in the program through digital marketing efforts. On the other hand, older participants demonstrated a stronger response to traditional methods such as personalised letters with manual applications received at home.
- **The consideration of seasonal employment factors should be integrated into the planning of future initiatives.** Italy particularly faced problems with seasonal work. The potential impact of seasonal work on internship activations highlights the importance of aligning project timelines with the specific characteristics of the labour market. Future initiatives should consider these implications and strategise accordingly.

Lessons concerning training

While the NEETs training before the internship was evaluated as a positive aspect of the pilot, several areas for improvement were identified:

- **There is a need for improved alignment between the training and the internships.** NEETs highlighted a mismatch between the training received and the tasks carried out during internships/work placement. Likewise, employers noted that the disparity between the anticipated skills of potential employees and their actual capabilities presented a challenge, requiring extra time and effort to train participants for specific duties. Thus, a better alignment of training with future internship placements could yield additional gains from the programme. In Italy, the project provided clear indications of new approaches for the future in terms of the need to strengthen the relationship with companies, promoting both the services that the PESes make available to them and the creation of a permanent network, in order to understand the changes in the market, plan training courses in line with companies needs thus providing the requested skills and facilitating the supply and demand matching process.
- **More attention should be given to green jobs/skills.** NEETs noted that they lacked more information on green jobs and skills. The progress of NEETs in green jobs-related topics suggests that this area should be given more attention. When green jobs-related skills are correctly identified, upskilling might better equip job seekers for emerging and on-demand jobs.
- **Several options for the training should be suggested.** The preference for the training varied between the participants, as their characteristics and needs varied as well. The training in Italy was held online. Participants in Italy expressed a need for in-person training. However, logistical challenges, particularly transportation issues, need to be taken into account. In Lithuania, participants could follow only in-person training, and some complained that it was difficult to commute to the training place for a couple of hours of training. The Lithuanian Public Employment Services addressed this by offering reimbursement of commuting costs for participants residing in another city. Therefore, it may be worthwhile to consider providing NEETs with the flexibility to

choose between online and on-site training (with a travel budget). On the other hand, Malta initially began with both in-person and online training. However, due to a higher demand for online training, there was a shift towards prioritising and offering only online training. Therefore, offering services increasingly tailored to the characteristics and needs of people - especially for the most vulnerable ones - through integrated services and working in multidisciplinary equipes could generate significant benefits.

- **The length of the training could be longer.** Participants noted that the content of the training was interesting and useful for them. However, tutors did not have enough time to go through the content in-depth, thus, participants lacked more information, especially on the green job/skills-related topics.

Lessons concerning internships

The training was followed by a 3-months-long internship placement. There were some lessons learned regarding the targeting length, matching and remuneration of internships:

- **Longer internships would increase NEETs' and employers' interest.** During the pilot, the internships lasted for approx. 3 months. Participants expressed the need for a longer (at least 6 months) internship. The reason for this is rooted in different aspects of the countries. For instance, in Italy, most internships last for 6 months and potential interns tend to not consider shorter internships as it is difficult to find a job.
- **Matching for internships should consider geographical proximity.** In all three countries commuting to the internship place was mentioned as a challenging factor. On several occasions commuting repelled some participants from continuing in the scheme or discouraged the NEETs from participating.
- **Flexibility in remuneration of participants helps set up internships in a more efficient way.** Flexibility addresses the trade-off between the interest of participants seeking higher income and cost-effectiveness, which would be endangered by too high growth of the overall costs of the scheme. Moreover, higher remuneration attracts more motivated participants, with positive spill-over effects on the organisation of training sessions and workplace practice. Finally, more motivated participants were associated with higher satisfaction levels of employers engaged in the programme.

Lessons concerning administrative/ organisational issues

In general, the organisation of the pilot was smooth, however, the core team faced some challenges and offered a mitigation strategy for that. The pilot showed that flexibility is an important aspect of applying such pilot schemes in different countries. The main administrative/ organisational lesson is that **flexibility is needed in the context of significant variability of the participants' circumstances**. This includes:

- **Introducing additional budget needed to address the local context.** For instance:
 - NEET participants in Lithuania were provided with travel/ commuting allowances to reach the workplace. This is especially important as 40% of NEETs have difficulties in reaching the workplace. The allowance helped to have more NEETs in the project.
 - Participants in Malta received an allowance rate higher than the national minimum wage during their work placements. The PES was experimenting with raising the allowance rate to see whether this sparks more interest.

- **Introducing additional measures to support participants.** For example:
 - In Malta free childcare services were actively offered during work placements, thereby assisting mothers in managing their commitments.
 - The availability of online training options in Italy and Malta proved beneficial for individuals, including mothers and those with caregiving responsibilities.
- **Introducing tailored training for the project.** For instance:
 - The introduction of micro-courses incorporated emerging aspects related to green jobs.
 - Addressed motivation and behaviour-related topics played a crucial role in boosting the morale of participants, particularly those with low self-esteem.
- **Understanding the legal background and tailoring the project to it.**
 - The Italian experience highlights the limitations of a uniform approach, especially when dealing with legal agreements and overcoming region-specific challenges. The complex interaction of legal systems, as exemplified in the Italian situation, underscores the importance of adopting a nuanced and flexible strategy. Moving forward, it is crucial for upcoming initiatives to prioritize a comprehensive grasp of local legal contexts. This ensures that outreach efforts and proactive measures are carefully tailored to harmonize seamlessly with the specific legal requirements of each participating country. Moreover in Italy INTERCEPT stressed the importance of multi-stakeholder and multi-level territorial networks. In particular, for the most vulnerable subjects such as NEETs, an integrated and systemic approach - with the active involvement of various stakeholders, starting from PEs and Municipalities up to Companies - in all phases of the process of entering/re-entering the labour market - is necessary to obtain results with an impact on people, businesses and territories.

Lessons concerning costs

- **The costs per participant incurred for implementation of the pilot were relatively low.** Further continuation and utilisation of the already created structures would help them even decrease.
- **Provided remuneration should be competitive.** As was noted in Malta's pilot, the remuneration should be higher than the national minimum wage. The implementation of the piloted programme was under constant evaluation, leading to an increase in the hourly remuneration of participants and supplying them with additional information on other publicly financed programmes (e.g. public childcare). This proved to be a success.
- **Alternatives to the piloted project could save even more costs.** It would be possible to make pre-recorded videos and create a voucher system. The NEETs should listen to training and find green jobs. Once they are employed – they would receive money for the training (voucher). This would reduce the cost of administration to a minimum and potentially produce a similar result.

Other lessons

Interim evaluation during the implementation needs to be stimulated and given space, as it might lead to valuable improvements in the programme set-up. The voices of the stakeholders in the field should be also considered.

4. Guidelines

The recommendations intend to serve as a guide for local stakeholders on how to successfully integrate 25-29-year-old NEETs into green jobs, based on the INTERCEPT project and the lessons learned from it.

Step 1. An analysis of the local context, needs and challenges of the target age group NEETs, as well as the needs of green companies

The evidence-based decision-making is an important aspect of success. During the initial phases of the INTERCEPT project the research on NEETs' characteristics, needs and challenges was carried out. Additional research was done on stakeholders' needs regarding green jobs. It is highly recommended to gain a firm understanding of the country context if transferring the INTERCEPT project to another country. Several questions should be answered:

Relevance to the country – what are the country's needs regarding NEETs and green jobs?

The first step in transferring a pilot to another country is to understand the territorial needs and problems as these should be addressed. The research on the characteristics of the target group can shape the intervention in a direction that could either minimise challenges faced by the target group or optimise their needs. For instance, the research showed that in Lithuania around 40% of the target age group NEETs face commuting difficulties. At the same time, in Malta, there is a substantial percentage of women with caring responsibilities that are preventing them from returning to the labour market. Consequently, the pilot offered additional commuting/travel allowances for the participants who lived in another city to reach internship places. In Malta, participants could use free childcare. The following aspects are recommended to be analysed:

- Characteristics of the target group: the size, gender distribution, education, work experience, presence of children
- Needs of the target group concerning their unemployment
- Barriers that the target group faces concerning their unemployment
- How the group is different from other age groups
- Knowledge and opinion of green jobs and skills

Hearing employers – challenges in the green economy and employers' needs

The insights from the demand side should be followed by insights about the supply side, i.e. employers' needs. It is recommended to have a short green economy stakeholders' survey. The list of stakeholders might include employers, training agencies, job placement agents, experts, and representatives of private entities. Recommended guiding questions are as follows:

- What are the expectations of the stakeholders related to the green economy in different sectors?
- How/To what extent do the stakeholders expect that the transition to the green economy will influence their sector/job/business? What changes do they foresee?

	<ul style="list-style-type: none"> • In the stakeholders' opinion, what are the needs in the green economy, with reference to the green jobs? Which green jobs will be mostly needed in different sectors? • What competencies do you expect to be on demand in the near future concerning the green jobs and the transition to the green economy? • Which of these soft skills do you consider most important for green jobs? (1) Problem-Solving, (2) Flexibility, (3) Working in a group, (4) Motivation, (5) Creativity, (6) Time management, (7) Communication, (8) Other • What green or greening job(s) would you think will be needed in your company/work environment in the future?
<p>ALMP in the country – what programmes are already present?</p>	<p>Analysis of available ALMP programmes in the country can be used to understand the existing coverage of the support to NEETs and how the programmes could be added to the INTERCEPT as well. E.g. one of the challenges in Malta is caring responsibilities for mothers, who consequently cannot come back to work. There already exists a free childcare programme in the country and by combining the INTERCEPT scheme with the free childcare programmes young mothers can be better integrated into the labour market.</p>
<p>Legal setting – what legal aspects should be taken into account?</p>	<p>An important aspect is to clearly understand the actors and the legal framework needed for carrying out training, activating internships and matching participants with green companies. It should be clear who is responsible, on a regional and national level, for each of the above-mentioned aspects. As was mentioned under lessons learned, the complex legal system, as exemplified in the Italian situation, shows how important it is to adopt nuanced and flexible strategy. Understanding the legal framework and the actors involved in NEETs management can facilitate actors' dialogue, collaboration and coordination. Concerning the delivery scheme more flexible strategies must be adopted, for example, in Italy it was discovered that the project would have worked better if the internship duration was 6 months, as in the Italian job market interns and employers almost always prefer internships that last at least 6 months. Thus, players on the regional and national levels should be indicated. This ensures that outreach efforts and proactive measures are carefully tailored to harmonize seamlessly with the specific legal requirements of each participating country.</p>
<p>Stakeholders – who are the most important actors in the field?</p>	<p>Relevant stakeholder mapping is an important exercise. Not only stakeholders with statutory/legal responsibilities should be overviewed but also green companies, employers, training providers, locations where the training could be carried out, or programmers who can do the online training. It depends on the chosen type of pilot (having online/ face-to-face training).</p>

Step 2. Identifying objectives and adapting the intervention to the local context

When the research on the local context is finalised, all relevant actors are known, and the needs/barriers of the target group are clear - the intervention can then be adapted to the local context. The implementer should think of several important aspects:

Objectives – what the intervention aims to achieve

Given the local context, understand what goals this intervention should achieve within the target country. The objective will help to establish Key Performance Indicators (KPIs) and structure the intervention in a way that would be beneficial for the target country.

Partners – which partners should be included to make the intervention run more smoothly

The most important partner for a successful project is the one that can engage with NEETs, have information about them, can activate internships (if needed) and strengthen networks with employers. Most often this stakeholder is the local/national Public Employment Services (PES). It is highly recommended to understand who has the legislative responsibilities in the target country and include this partner in the project. In addition, a research institute or research unit under some organisations might smooth the research and evaluation processes. Finally, an expert or partner who has already implemented similar activities could add value to the consortium.

As an example, in the INTERCEPT project, in all three countries, there were regional/national PESes and research institutes to cover the research activities. In addition, there was Luxembourg PES who served as an expert to consult on all matters. INTERCEPT underlines the importance of networks and partnerships to build and implement effective labour policies and obtain relevant results with an impact on the territories.

Model – what kind of support will be provided to the NEET

The essential step is choosing the model of the intervention. A single unilateral model does not work for all three countries, as the pilot demonstrated. Therefore, the pilot's flexibility allowed for a better understanding of the benefits and drawbacks of each decision. Nevertheless, some components of the intervention remain the same throughout the three nations, despite differences in context and demography. The following shared elements, which support the pilot's holistic approach, include (for further details, see section 2. INTERCEPT pilot: steps implemented):

- Paid 25-hour training on green jobs
- Paid work placement/internship (240 hours/12 weeks): with practical experience within the green sector.
- Profiling, counseling, matching, and further assistance for NEETs
- Direct outreach with NEETs and employers
- Other ALMP practices and initiatives
- Allowance distribution in three installments
- Payment pro-rata basis (dropouts due to gainful employment or enrollment in other schemes or training)
- Monitoring visits

	<ul style="list-style-type: none"> • Project documentation <p>The implementing body of each country has created and executed unique initiatives within the pilot projects in light of the contextual and demographic disparities. For instance, in some countries, the training was provided online, in others face-to-face or with the possibility to choose the type. Some countries tested raising the allowance rate for NEETs, others offered travelling allowances for NEETs. The main lessons learned from the decisions are noted in Section 3. Lessons learned. It is important to adapt the project to the target country's context.</p>
<p>Green jobs/skills - how the green aspect of the pilot will be incorporated</p>	<p>As one of the key intervention aspects is green economy/skills/jobs, it is important to think about how to include it in the intervention. In the INTERCEPT case training provided a short overview of the green economy and the participants carried out their internships in the green companies.</p>
<p>Geographical distribution and location of the intervention</p>	<p>The INTERCEPT pilot showed that green companies might be scattered geographically around the country. Thus, the participants might need to commute to their internship places. It is recommended to either find more green companies around where the participants are living or to make sure the participants can reach the internship place (by offering travel allowances or public transportation options).</p>
<p>Outreach strategy</p>	<p>Three countries in the INTERCEPT pilot had different outreach strategies. While Malta emphasized the use of digital marketing campaigns on social media, such as social media posts, email marketing campaigns, and influencers, over traditional outreach methods, Italy placed more emphasis on mailing lists and social media. Lithuania took a different approach and tried to engage with NEETs via career consultants. This proved to be a successful way to engage and keep NEETs in the project. The drop-out rate in the Lithuanian case was extremely low, while the number of NEETs in the intervention exceeded targets. Diversify outreach actions based on NEETs' characteristics in order to make the interception phase more effective and think of the outreach strategies that could fit the target country's context best and remain flexible.</p>
<p>Remuneration and associated costs</p>	<p>Calculate the internship remuneration and associated costs such as administrative costs, trainers' salaries and costs associated with preparing training. It is recommended to think and set hourly allowances that would motivate NEETs to participate instead of benefiting from unemployment benefits. During the INTERCEPT project pilot in Malta, the team tested the allowance rate. In the beginning, the hourly rate was slightly higher than minimum wage, however, the drop-out rate was quite high, and the team increased the allowance to keep NEETs in the pilot. The experiment showed that encouraging young people to engage in the pilot and transition out of inactive status is not just dependent on a higher allowance rate. However, for certain individuals, the allowance rate is</p>

	important, which indicates that their expectations were raised to transition out of the inactive state.
KPIs	<p>It is recommended to set Key Performance Indicators. KPIs help to measure the progress of the project as well as evaluate the intervention after the end of it. KPIs should be realistic, taking into account local context. In the INTERCEPT project, the following KPIs were used:</p> <ul style="list-style-type: none"> • Number of NEETs/target group engaged in active job search (measured improved employment situation of NEETs/target group) • Number of jobs created (measured improved employment situation of NEETs/ target group) • Number of former NEETs/target group enrolled in apprenticeships and/or mobility schemes (measured increased participation in education and training of former NEETs/target group).

Step 3. Implementing the pilot

Once the pilot is tailored to the local context, the implementation might start. To successfully implement the project several aspects should be taken into account:

Staff preparation	It is recommended to prepare staff so that they are knowledgeable about the topic. In the INTERCEPT case, a 40-hour training programme was created for partner staff on green transitions. The content of the training is presented in the Training Report .
Roles within the core team	<p>To ensure the functionality of the intervention, roles within the core team should be assigned. It is recommended to think about the following roles:</p> <ul style="list-style-type: none"> • Who will be coordinating the intervention, do they have experience doing it? If not, are there experts who could consult them? • Who will be supporting NEETs in all questions they might have? This is usually a role for Public Employment Services. • Who will find internships for NEETs – PES, career consultants, NEET themselves or other stakeholders? • Who are the local entities that can provide training – external consultants or PES in-house team?
Management of the intervention	A strong lead partner is important to ensure the effective management of the project and to mitigate risks involved with the project so that it can be completed on time. Once the consortium is ready, it is recommended to think about how you will manage the intervention to ensure that everything goes as planned. It is also important to consider how you will support other partners in their activities. It would be beneficial to have guiding documents and prepared reporting templates.

	In the INTERCEPT case, the lead partner issued a sample of project documentation, including agreements, FAQs, attendance sheets, certificates, and monitoring sheets.
Monitoring of KPIs	Progress monitoring after the start of the intervention is a great tool to spot problematic areas. It is recommended to monitor KPIs and adapt interventions if needed. The pilot evaluation showed that flexibility and challenge mitigation strategies are important to keep the pilot going. An interim evaluation during the implementation needs to be stimulated and given space, as it might lead to valuable improvements in the programme set-up. The voices of the stakeholders in the field should be considered.

Step 4. Evaluation of intervention

Evaluation guidelines	It is recommended to monitor the intervention not only during the implementation but also evaluate it once it is finished. It is recommended to prepare evaluation guidelines that guide evaluators during the process. This is important to think about in the early phases of the project to ensure that all necessary data is collected. For instance, the evaluation of the INTERCEPT project included the Kirkpatrick training evaluation model. To implement the model, the pre-, mid- and post-intervention surveys should be carried out, to see how the participants progressed over time. Other methods that could be useful include counterfactual impact evaluation and cost-benefit analysis.
Sustainability strategy	It is important to guarantee sustainability and continuation. This means that the implementers should acquire knowledge on how to implement such projects in the future and gain the overall capacity to innovate and upscale/transfer the pilot at the organisational level.

5. Concluding remarks

These guidelines for the successful integration of 25-29-year-old NEETs into green jobs overviewed the INTERCEPT project piloted in Italy, Lithuania and Malta. The guidelines highlight the main lessons learned and provided a guide to implementing similar projects in a different country/local context. The most important aspect would be to adapt the pilot to the local context, understand the legal and work culture context, find necessary partners and implement the pilot.