

Plan for the Promotion of Quality Youth Employment

2016 - 2020

BCN



**2016 -2020 Plan for the Promotion of Quality
Youth Employment**
November 2016

**First Deputy Mayor's Office
Barcelona Activa**

**Third Deputy Mayor's Office
Councillor's Office for Infants, Youths and
Senior Citizens
Youth Department**

This plan is the result of the joint undertaking and the consensus of the different tiers involved, services, institutions and sector representatives. We would particularly like to thank the youth trade unions, the Barcelona Youth Council and the young people in general that have been involved in this participatory process, for their contributions.

The fight against unemployment and job insecurity has been a priority for the City Council since the start of the current term in office. The signs that we are on the road to economic recovery are accompanied by certain circumstances that are cause for concern. As a result of the recent financial crisis, the job market has been polarised and consequently, certain groups of people and areas of the city have bore the brunt of its consequences.

In the case of young people, the crisis resulted in an increase in job insecurity amongst this section of society, with a significant number of young people having left in search of employment opportunities. It also resulted in an increase in inequality, particularly in certain neighbourhoods in the city, which poses a serious risk of exclusion to part of the young population that we consider unacceptable.

To this end, at Barcelona Activa, we have rolled out a series of measures to reverse this situation, placing particular emphasis on groups that are experiencing most difficulty finding work, such as those over 40, those that have been unemployed for more than a year, and those under 30. And we're not alone in this undertaking. We are working on the 2016-2020 Barcelona Employment Strategy in collaboration with trade unions, employers, other administrations, the Education Consortium, Fundació BCN FP [Barcelona Vocational Training Foundation], civic and neighbourhood associations, universities and large companies, in addition to other stakeholders. Within the framework of this strategy, we have promoted and structured the new Plan for the Promotion of Quality Youth Employment around the concepts of consensus, complicity and shared responsibility.

The Plan contains 39 specific measures that represent an integral road map with a global vision of the city, in order to promote the employment of youths aged between 16 and 29 in decent working conditions, through professional guidance actions and personal follow-up, training to improve skills and support in terms of social and labour market inclusion.

We will spare no efforts in accompanying young people, who are the future of our city, and in ensuring that the Plan is a tool to promote and ensure equal opportunities amongst young people, regardless of the neighbourhood in which they reside, their gender, level of education or social background.



Gerardo Pisarello Prados
First Deputy Mayor
of Work, Economy
and Strategic Planning.
President of Barcelona Activa

The employment situation of young people in Barcelona is far from positive. Although the financial crisis has resulted in an increase in unemployment and insecurity throughout all professional sectors, amongst young people its effects have been particularly noteworthy: an increase in temporary contracts, less employment and lower salaries.

Producing the Plan for the Promotion of Quality Youth Employment has been no mean feat: however, the fact that youth institutions and young people in general have been involved in its creation (design, drafting, application and assessment) has provided us with a more effective and realistic insight.

Forty institutions have formed part of the process from the very beginning, including the Barcelona Youth Council (CJB) and youth trade unions that form part of this association. During the drafting phase, other institutions and administrations and local political groups at the City Council were invited to participate. Furthermore, the opinions of more than 200 young people have been heard and taken into consideration as part of this project.

We have designed a governance model for the Plan based on mainstreaming and including the contribution of different civic actors and young people, through the respective trade unions and the CJB. As a result, a large representative sample of this group sits on the Plan's Executive Committee, as will be the case in terms of the different working and evaluation groups to be constituted in the future. Furthermore, we have constituted an Advisory Board made up of experts in the field of youth employment.

Our goal is to promote employability and, at the same time, that this said employment is stable, improving training and follow-up in the search for work, overcoming imbalances in terms of geography, gender or access to existing resources, and we want to accompany you in the process. Are you on-board?



Carmen Andrés Añón
Councillor's Office for Infants,
Youths and Senior Citizens

CONTENTS

1. INTRODUCTION AND PROCESS OF DRAFTING THE PLAN	8	
2. CURRENT SITUATION DIAGNOSIS OF THE YOUTH LABOUR MARKET IN BARCELONA	10	
3. PRIORITIES OF THE NEW PLAN	23	
4. MISSION OF THE YOUTH EMPLOYMENT PLAN	25	
5. STRATEGIC LINES AND THE FOUR PILLARS OF THE PLAN	25	
Pillar 1: Promoting professional guidance to achieve a greater level of educational success and assistance in the youth labour market	26	7
Pillar 2: Promoting professional training and skills acquisition	29	Plan for the Promotion of Quality Youth Employment 2016-2020
Pillar 3: Encouraging youth employment and recruitment	31	
Pillar 4: Ensuring decent conditions in the labour market for young people	33	
6. EVALUATION AND FOLLOW-UP INDICATORS	35	
7. GOVERNANCE MODEL	35	
8. LIST OF PARTICIPANTS IN THE PLAN	37	

1. INTRODUCTION AND PROCESS OF DRAFTING THE PLAN

As established in the 2016-2020 Barcelona Employment Strategy, one of the main priorities of the new municipal government is the fight against unemployment and job insecurity. To this end, training and the promotion of youth employment, placing a particular focus on quality employment, is an objective that is fully within the strategic lines defined in the Strategy of the Municipal Action Plan.

Barcelona City Council is also in the process of defining and developing the new 2017-2020 Youth Plan (Adolescents and Young People for the coming years, which encompasses all the municipal strategies and activities aimed at youths, with a focus on streamlining. This Plan pursues the following main goals: promoting the freedom of young people, promoting their participation as stakeholders with a right to speak and the ability to take action within society in order to transform it, contributing to their well-being from an integral perspective and considering territory as an essential part of life in the city.

Without a doubt, quality employment opportunities, training and improved employability are key and should contribute to the greater possibility of freedom and a decent standard of living for youths in Barcelona. This Plan will ensure that these opportunities take shape with equal opportunities for all young people, regardless of the neighbourhood in which they live, gender or level of education. In terms of the measures in the Plan, they target young people from school leaving age up to the age of 30 and in particular, unemployed young people who require guidance with their career plans.

Also, drawing on experience from the 2013-2015 Action Plan to combat Youth Employment and the assessment undertaken, we propose expanding the horizon and using a new work methodology in the design and implementation of the measures proposed, with multi-stakeholder participation: local authorities, socio-economic stakeholders, institutions, other administrations, the local community and the target youths themselves.

Furthermore, the measures of the Plan have been designed and planned based on the current situation diagnostics of the labour market in terms of young people in Barcelona, which is provided in the following section.

In terms of the methodological approach, it is worth noting that the Plan has been created based on proposals generated as part of a participatory process involving stakeholders and taking into consideration the opinion of young people. This Plan is the result of joint efforts and consensus with the different tiers involved, placing a special emphasis on the proposals received from youth trade unions and the Barcelona Youth Council.

The work and participation process has consisted of:

- Holding two debate sessions, which took place on 3 June 2016, with a total of 47 individuals from 40 entities and/or institutions taking part.
- Around 200 employed and unemployed youths have responded to an employment survey.
- Several working meetings with institutions involved in the Plan.
- Debate session held on 15 June, with 17 youths in attendance.
- Convening of the Follow-Up Board on 19 September 2016, at which the draft Plan proposal and the different measures were presented.
- Validation survey and gathering of contributions made by members of the Follow-Up Board concerning the 39 measures in the Plan.
- Validation with youth trade unions and Barcelona Youth Council.

9

Plan for
the Promotion
of Quality Youth
Employment
2016-2020

To this end, the roll-out of the new Plan will also involve governance mechanisms to ensure:

- The **highest level of coordination and co-responsibility possible** in terms of the stakeholders involved in the implementation and follow-up of the Plan.
- Promotion of a project with **greater streamlining between the different municipal areas** and districts.
- **Comprehensive vision of the city**, not only municipal activities: a map of activities and complementarity of measures and resources.
- Inclusion of a gender perspective in the creation and implementation of the Plan for the Promotion of Quality Youth Employment.

2. CURRENT SITUATION DIAGNOSIS OF THE YOUTH LABOUR MARKET IN BARCELONA

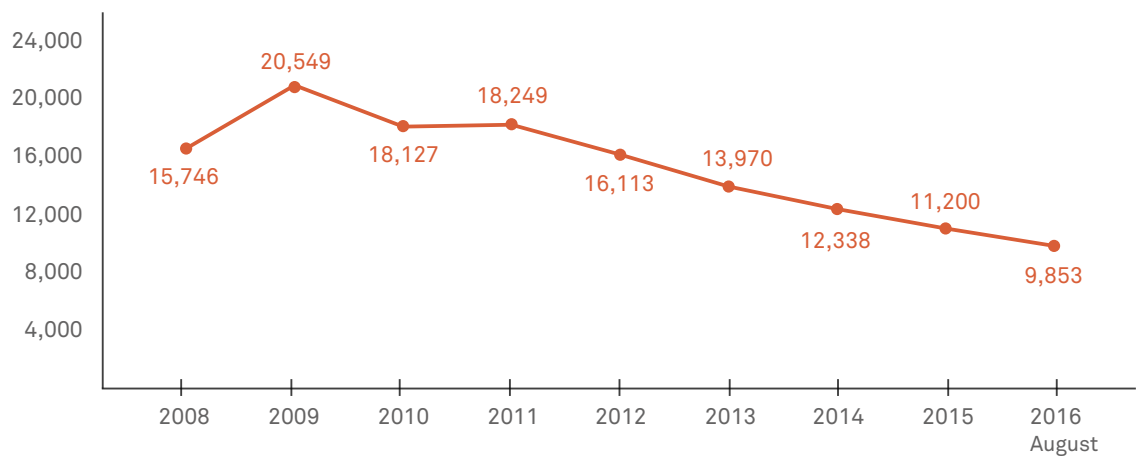
Unemployment and job insecurity represent two of the city's main problems; these problems have very particular characteristics in terms of the youth population. Below is a brief diagnosis of the situation and the evolution of the labour market in terms of the youth population in Barcelona, with a view to facilitating an understanding of the dynamics followed and the starting point at which we find ourselves and which we must act upon with the cooperation of the city's different stakeholders.

In August 2016, **9,853 people aged under 30 were registered as unemployed** in Barcelona, accounting for **12.3% of all unemployed people in the city**. The decrease in youth unemployment (down by 8.1%) has been slower than the decrease in general unemployment (down by 12%) year on year. At the start of the financial crisis, youth employment in Barcelona peaked at more than 20,000 cases in December 2009. However, since 2012, this figure has gradually dropped, by a total of 37.4% between December 2008 and August 2016.

10

Plan for
the Promotion
of Quality Youth
Employment
2016 - 2020

Youth unemployment (16-29) recorded in Barcelona. 2008-2016



Note: Data for 2008-2015 corresponds to December each year.

Source: Produced by the Department of Studies at the Division of Economic Policy and Local Development of Barcelona City Council, based on data from the Employment Observatory and the Productive Model of the Generalitat (regional government) of Catalonia.

The **youth unemployment rate** of people aged under 25 was 27.5% in the second half of 2016, much higher than the general rate in the city, of 13.4%, during the same period, but lower than the rate in Catalonia (35.3%) and Spain as a whole (46.5%).

Youth unemployment rate (16-24) and total unemployment rate (16-64) in Barcelona (%)



11
















Plan for the Promotion of Quality Youth Employment 2016-2020

Source: Produced by the Employment, Business and Tourism Research Department at Barcelona City Council, using data from the Labour Force Survey.

In terms of the composition of youth unemployment recorded in Barcelona, the average profile of a young unemployed person in the city is **female, aged between 25 and 29, who has completed secondary education and has previous experience in the service sector.**

It is worth noting that although 55.2% have completed secondary education at most, 21.2% have a university qualification, and there is a high correlation between high levels of unemployment and groups with a low level of education. Around a fifth (20.2%) of unemployed people aged between 16 and 29 are foreign, which drops to 17.2% for the general unemployed population. In terms of economic sectors, most unemployed youths (76.2%) are from the services sector, although the percentage of unemployed youths with no previous experience (17.2%) is worth particular note. This figure is 12.9% higher than the general unemployed population (4.3% of which has no previous experience). Finally, the vast majority (76.0%) have been employed for a maximum of six months, much higher than the general figure for the city (43.0%), whilst just 10.1% of unemployed youths have been out of work for a long time, compared to 41.3% of total unemployment in Barcelona.

Profile of a registered unemployed youth. Barcelona, August 2016

	Number	% of total unemployed youths	
Total youth unemployment in the city	80,344	-	
Youth unemployment (<30)	9,853	-	
Foreigners	1,986	20.2%	
Gender			
Men	4,539	46.1%	
Women	5,314	53.9%	
Economic sectors			
Agriculture	33	0.3%	
Industry	345	3.5%	
Construction	271	2.8%	
Services	7,512	76.2%	
No previous experience	1,692	17.2%	
Education			
Basic or no qualifications	383	3.9%	
Secondary education	5,439	55.2%	
Vocational training	1,940	19.7%	
University education	2,091	21.2%	
Duration			
Less than 6 months	7,486	76.0%	
Between 6 and 12 months	1,369	13.9%	
More than 12 months	998	10.1%	

Source: Produced by the Department of Studies at the Division of Economic Policy and Local Development of Barcelona City Council, based on data from the Employment Observatory and the Productive Model of the Generalitat (regional government) of Catalonia.

The youth unemployment rate is rather **heterogeneous in terms of districts and neighbourhoods** of the city. What's more, more than 13% of those unemployed in Nou Barris and Ciutat Vella are youths. Nou Barris (6.7%) and Eixample (5.3%) are worth particular mention in terms of the weight of youth unemployment amongst the district's youth population, more than 5%. People aged under 30 account for 12.3% of all unemployment in Barcelona, whilst registered unemployment affects 4.3% of people from this age bracket who are classed as residing in the city. The weight of youth unemployment in the districts of Nou Barris, Ciutat Vella, Gràcia and Sant Andreu in terms of total unemployment in these districts is above the average for the city (12.3%), whilst the other districts are close to this average.

Youth unemployment recorded by districts in Barcelona. August 2016

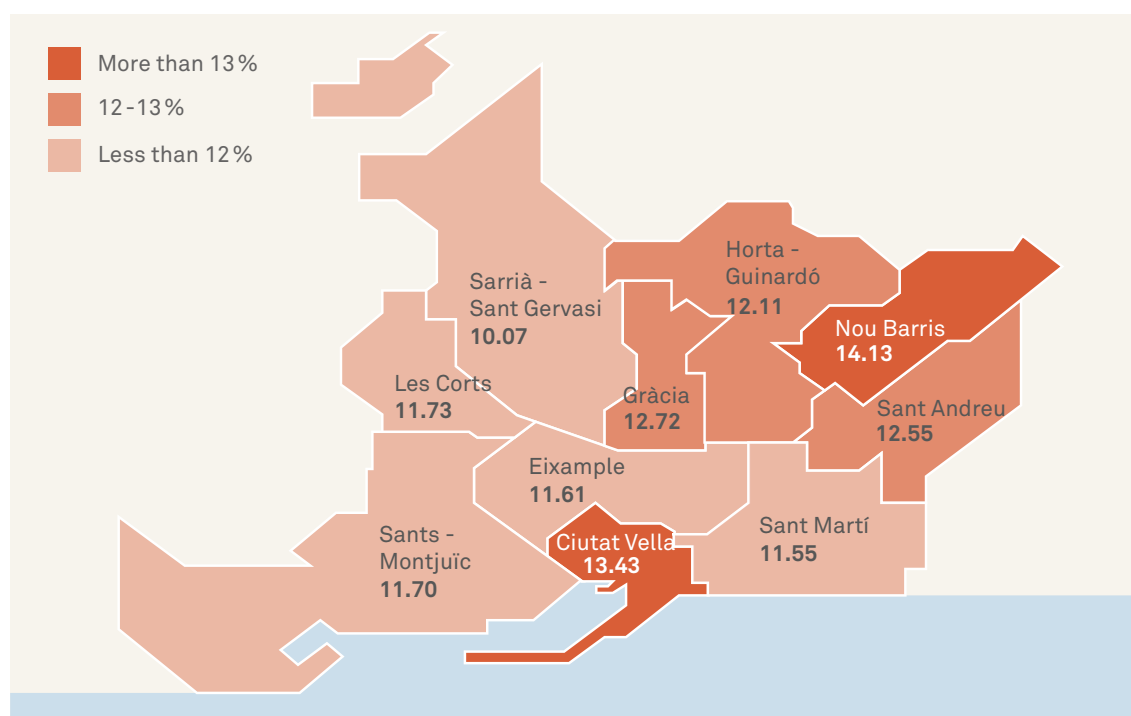
District	% of youth unemployment out of the district's total youth population	% of youth unemployment out of the district's unemployment rate
Nou Barris	6.71 %	14.13 %
Ciutat Vella	4.74 %	13.43 %
Gràcia	4.05 %	12.72 %
Sant Andreu	3.23 %	12.55 %
Horta-Guinardó	4.76 %	12.11 %
Les Corts	3.24 %	11.73 %
Sants-Montjuïc	4.29 %	11.70 %
Eixample	5.26 %	11.61 %
Sant Martí	4.71 %	11.55 %
Sarrià - St. Gervasi	1.75 %	10.07 %
NR		
Barcelona	4.26 %	12.26 %

13

Plan for
the Promotion
of Quality Youth
Employment
2016-2020

Source: Produced by the Department of Studies at the Division of Economic Policy and Local Development of Barcelona City Council, based on data from the Department of Statistics at Barcelona City Council.

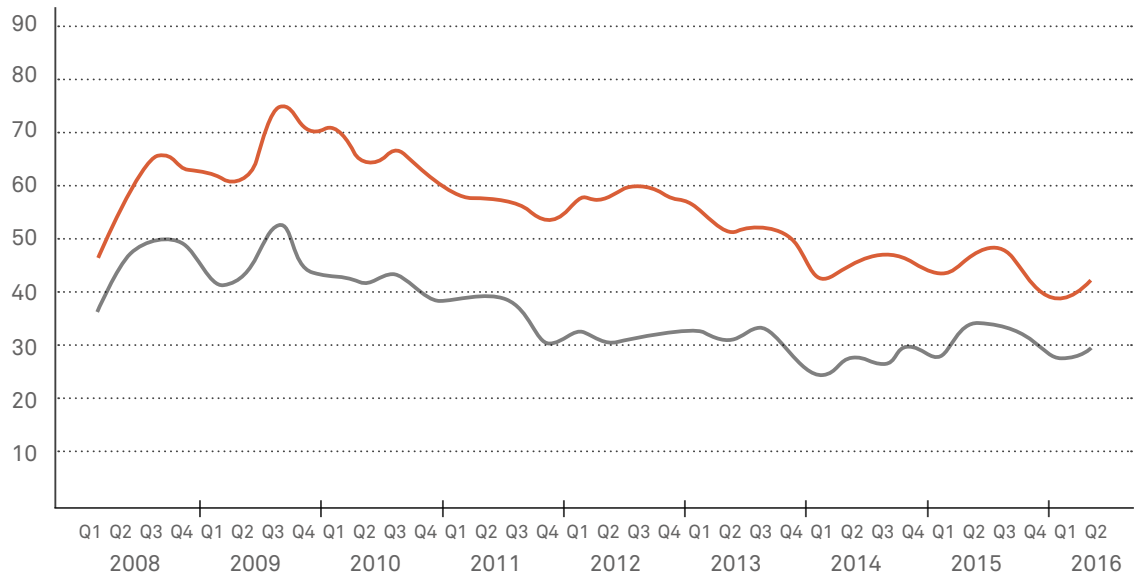
Youth unemployment of all unemployment recorded in the district (%)



Source: Produced by the Department of Studies at the Division of Economic Policy and Local Development of Barcelona City Council, based on data from the Department of Statistics at Barcelona City Council.

During the financial crisis, the **young labour force** was affected more than the general labour force. Between the second quarters of 2008 and 2016, the young labour force decreased by 27.5%, a much more significant drop than the total labour force (-4.2%), whilst the number of youths in employment dropped by 35.3% (-10.9% in terms of all people in employment). Last year, the same downward trend was seen with a drop of 10.5%.

Evolution of the active and employed populations (those aged between 16 and 24) in Barcelona (in thousands)

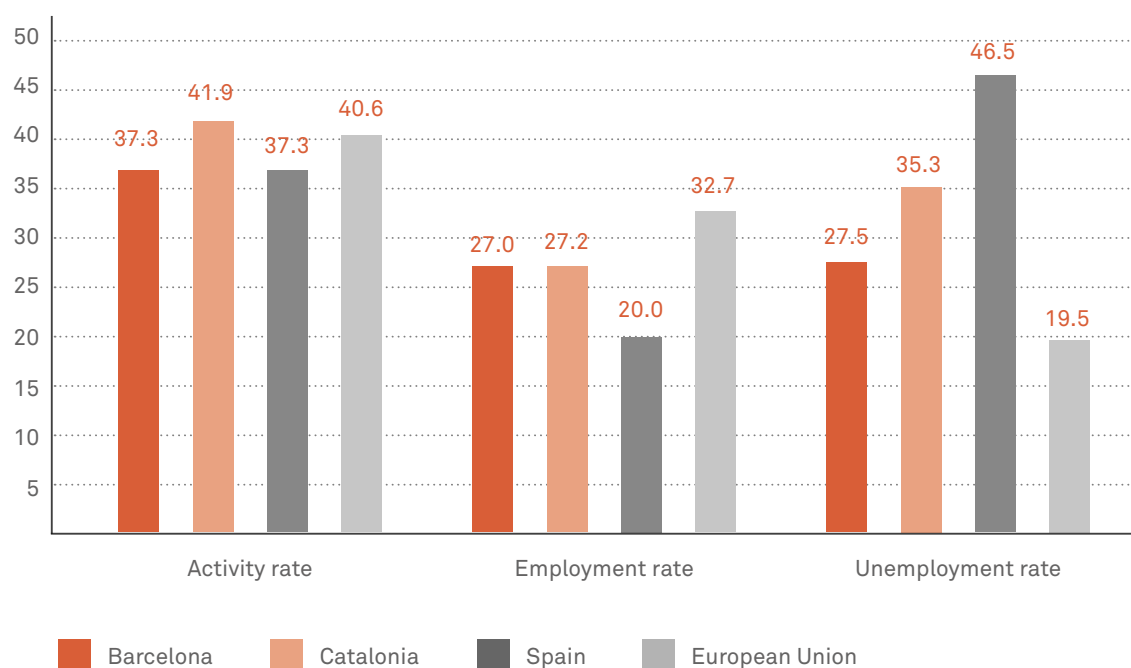


	% Active population	% Working population
2008 II	58.6	47.6
2015 II	47.2	34.4
2016 II	42.5	30.8
Var. 08/16	-27.5	-35.3
Var. 15/16	-10	-10.5

Source: Produced by the Department of Studies at the Division of Economic Policy and Local Development of Barcelona City Council, using data from the Labour Force Survey.

During the 2nd quarter of 2016 **youth employment and unemployment rates** in Barcelona (16 to 24) were better than those seen in Catalonia and Spain, but well below those of the European Union. The youth employment rate in Barcelona (27%) is similar to that of Catalonia (27.2%) and is higher than the Spanish rate (20%) by 7 percent, although it remains 5.5% below the EU rate (32.7%). The **youth unemployment rate** in Barcelona (27.5%) is lower than the rate recorded in Catalonia (35.3%), and Spain (46.5%) by 7.8% and 19 percent, respectively, and higher than the EU rate (19.5%) by 8%.

Youth activity, employment, unemployment rates (16-24) by geographical region (in %) 2nd quarter 2016



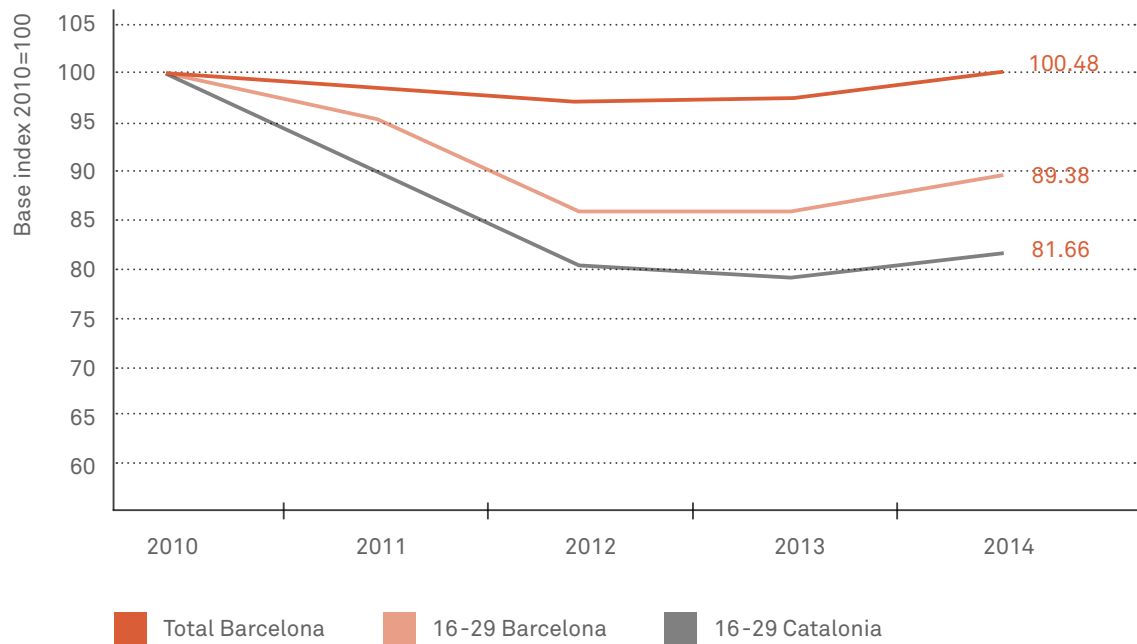
15

Plan for the Promotion of Quality Youth Employment 2016-2020

Source: Produced by the Department of Studies at the Division of Economic Policy and Local Development of Barcelona City Council, based on Idescat data from the Department of Statistics at Barcelona City Council and Eurostat.

Social Security affiliation amongst the youth population in Barcelona has gradually decreased since 2010; this is reflected by the fact that in 2014 there were 162,900 young people (16-29) affiliated to the Social Security system, 10.6% down on 2010. By age group, the most significant drop in Social Security affiliation has been experienced by the youngest age bracket, those aged between 16 and 19, down by 19.3% compared to 2010. By contrast, average affiliation rates amongst Barcelona's citizens has remained stable during this period.

Evolution of Social Security affiliation amongst youths in Barcelona and Catalonia, 2010-2014



Social Security affiliation amongst youths in Barcelona, 2014

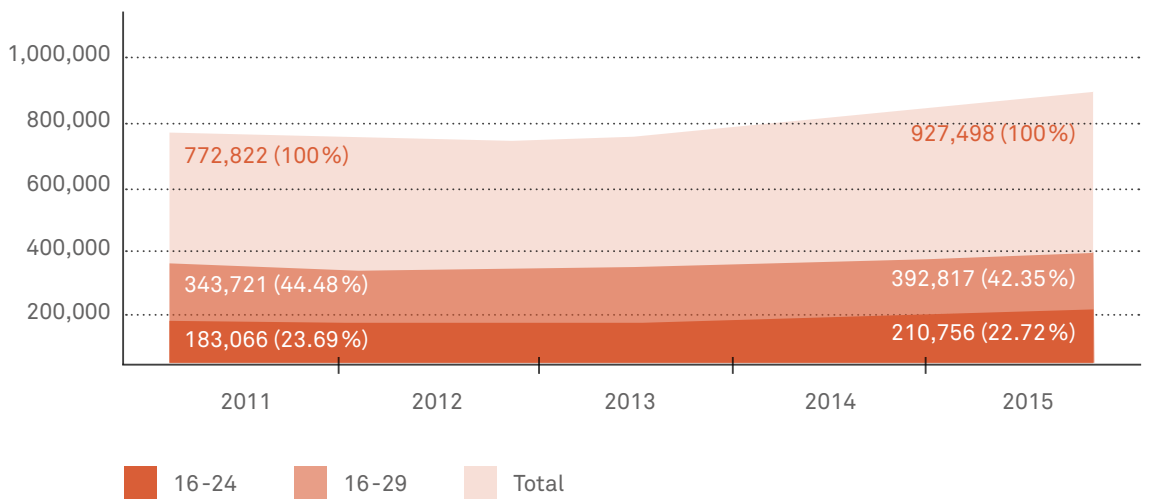
	2014	% of the total	Variation 2010-2014
16-19	5,450	0.5%	-19.3%
20-24	51,450	5.0%	-5.3%
25-29	106,000	10.3%	-12.5%
Total youths (16-29)	162,900	15.8%	-10.6%

Source: Produced by the Department of Studies at the Division of Economic Policy and Local Development of Barcelona City Council, based on data from the Department of Statistics at Barcelona City Council.

In addition, it must be noted that **employment has become more insecure during the financial crisis, with shorter employment terms, an increase in temporary contracts and decrease in wages.**

A certain level of dynamism in the **recruitment** of individuals aged under 30 was seen in 2015, when more than 40 % of contracts signed in Barcelona were signed by youths. Thus, 392,817 employment contracts were signed by youths, the highest figure from the available range, of which more than 210,000 correspond to people aged below 25.

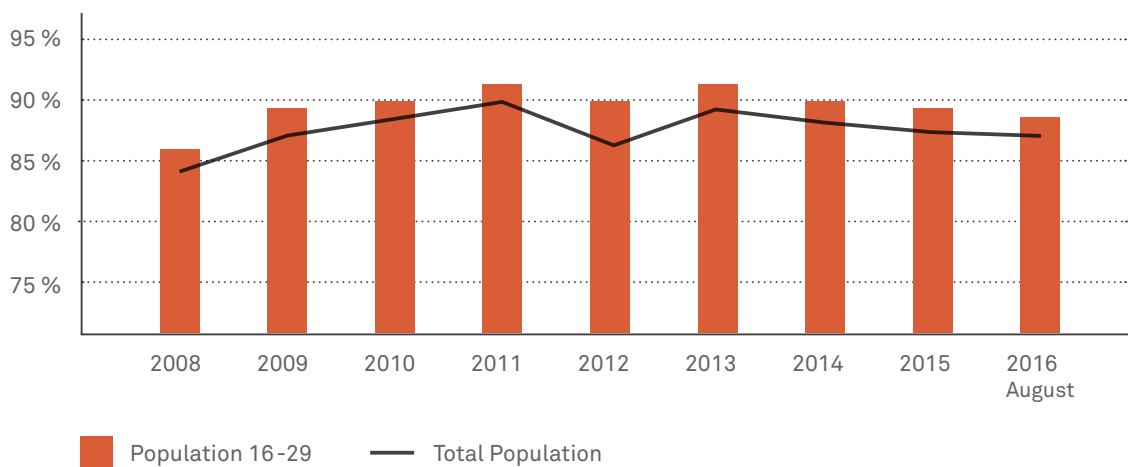
Evolution of recruitment in Barcelona by age (absolute values and %)



Source: Produced by the Employment, Business and Tourism Research Department at Barcelona City Council using data from the Labour Force Survey.

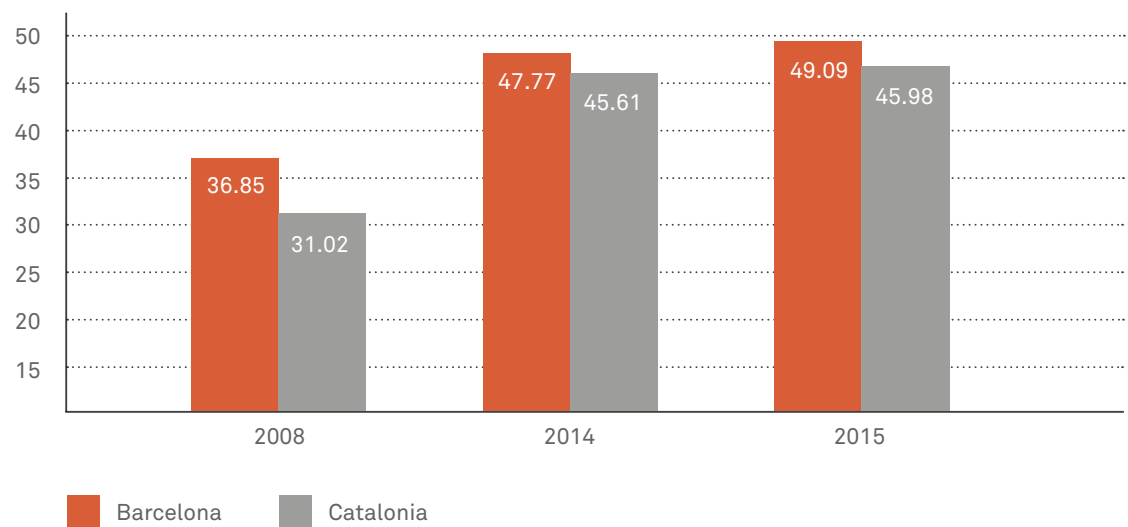
Furthermore, it must be noted that this recruitment is marked by the greater weight of temporary contracts (88.6%), part-time contracts (49.1%) and contracts with a term of less than one month (46.8%) when compared to the general population.

Weight of temporary contracts in Barcelona (% of total)



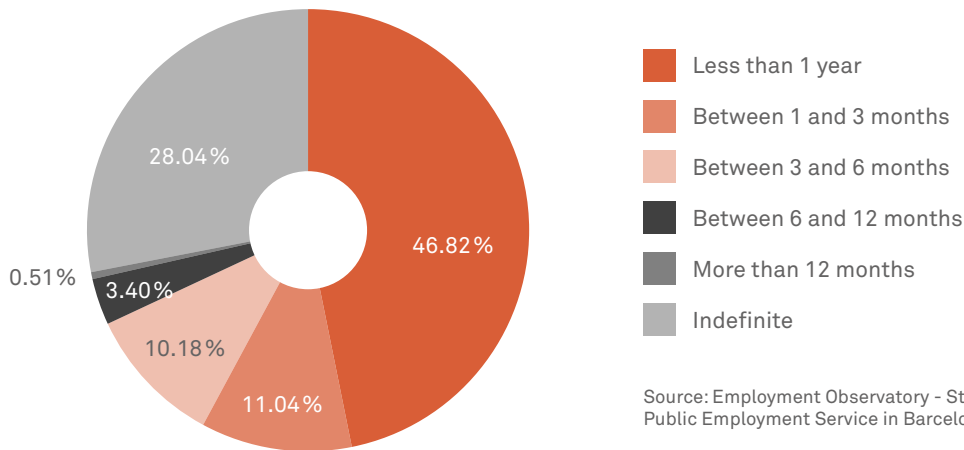
Source: Produced by the Department of Studies at the Division of Economic Policy and Local Development of Barcelona City Council using data from the Department of Enterprise and Employment at the Generalitat (regional government) of Catalonia.

Part-time youth recruitment (<30) (% of all youth recruitment)



Source: Employment Observatory - State Public Employment Service in Barcelona.

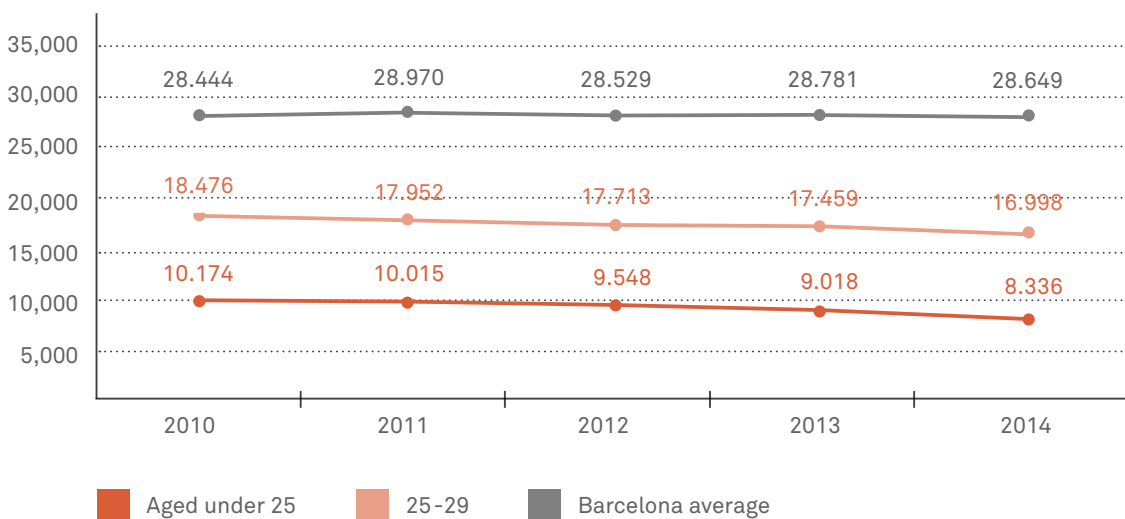
Duration of contracts signed by youths in Barcelona in 2015 (weight in %)



Source: Employment Observatory - State Public Employment Service in Barcelona.

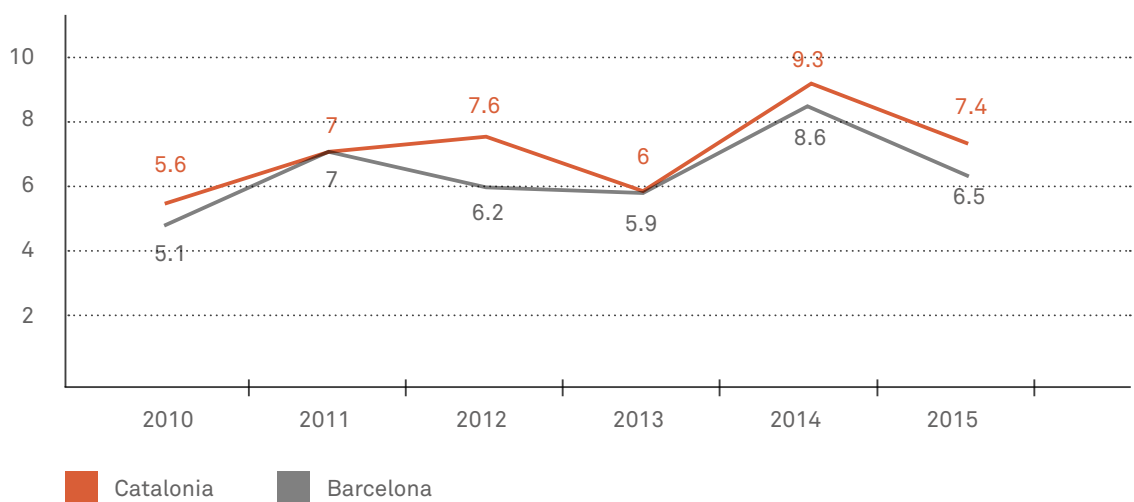
The wages of youths in Barcelona have reduced in nominal terms during the crisis. From 2010 to 2014, the average salary of individuals aged under 25 dropped by 18.1% and of individuals aged between 25 and 29 by 8% in nominal terms, whilst the average gross annual wage in Barcelona for salary earners remained practically the same (+0.7%). The average gross annual wage for those aged under 25 in Barcelona was €8,336 in 2014, whilst for those aged between 25 and 29, it was €16,998 and for the city's entire population, €28,649.70; thus the average gross annual wage of this group is 243.7% and 68.5% higher than the gross wage of the two youth groups, respectively.

Evolution of average wages for Barcelona's residents, 2010-2014



On the other hand, it is worth noting that the **Rate of Entrepreneurial Activity** in Catalonia (TEA) amongst youths aged between 18 and 34 is above average. In 2015, this rate amongst youths was 6.5% in the province of Barcelona and 7.4% in Catalonia, whilst the global TEA was lower, 6.1% and 6.4%, respectively.

Rate of Entrepreneurial Activity (TEA) of youths aged between 18 and 34 in Barcelona and Catalonia (%)



Source: Global Entrepreneurship Monitor, Executive Brief for Catalonia.

In terms of education, the increase in the percentage of students finishing secondary education is worth particular note: during the 2013-2014 academic year, the percentage of **students successfully completing secondary education** came to 88%. This accomplishment, following years of gradual improvement, represents progress towards the Europe 2020 Education Strategy, which seeks to reduce academic failure and early school leavers to less than 10%.

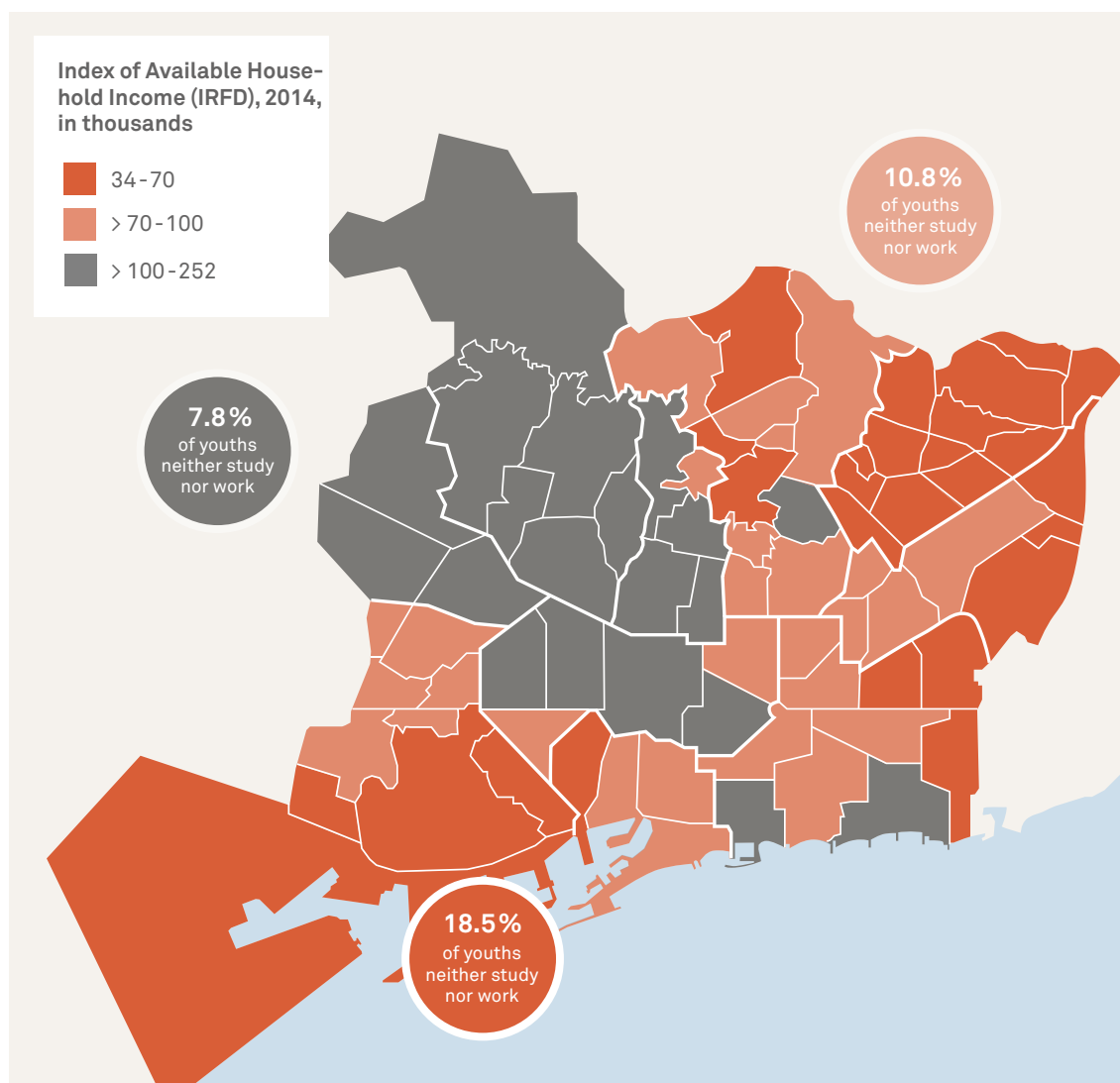
Secondary school completion rate

Academic year	Barcelona	Catalonia
2006-07	80.4%	76.7%
2007-08	81.9%	77.4%
2008-09	82.8%	78.3%
2009-10	82.7%	78.6%
2010-11	83.6%	78.5%
2011-12	85.7%	82.8%
2012-13	87.8%	84.6%
2013-14	88.0%	-

Source: Produced by the Department of Studies at the Division of Economic Policy and Local Development of Barcelona City Council, based on data from the Education Consortium of Barcelona.

However, the problematic trend of **youths neither studying nor working** remains on the up and in 2015 they accounted for almost a fifth (18.4%) of all youths in Catalonia, well beyond the OECD average (15%). In Barcelona, youths that neither studied nor worked accounted for 11.4% of all youths in 2015. There are also differences between age brackets, with 5% of young people that neither work or study aged between 15 and 19, increasing to 15% for those aged between 25 and 29. The districts with the highest population of youths that neither study nor work are Nou Barris and Sants-Montjuïc (with percentages equal to or greater than 18.5%), whilst the districts with least youths that neither study or work are Sarrià-St. Gervasi, Les Corts and Eixample.

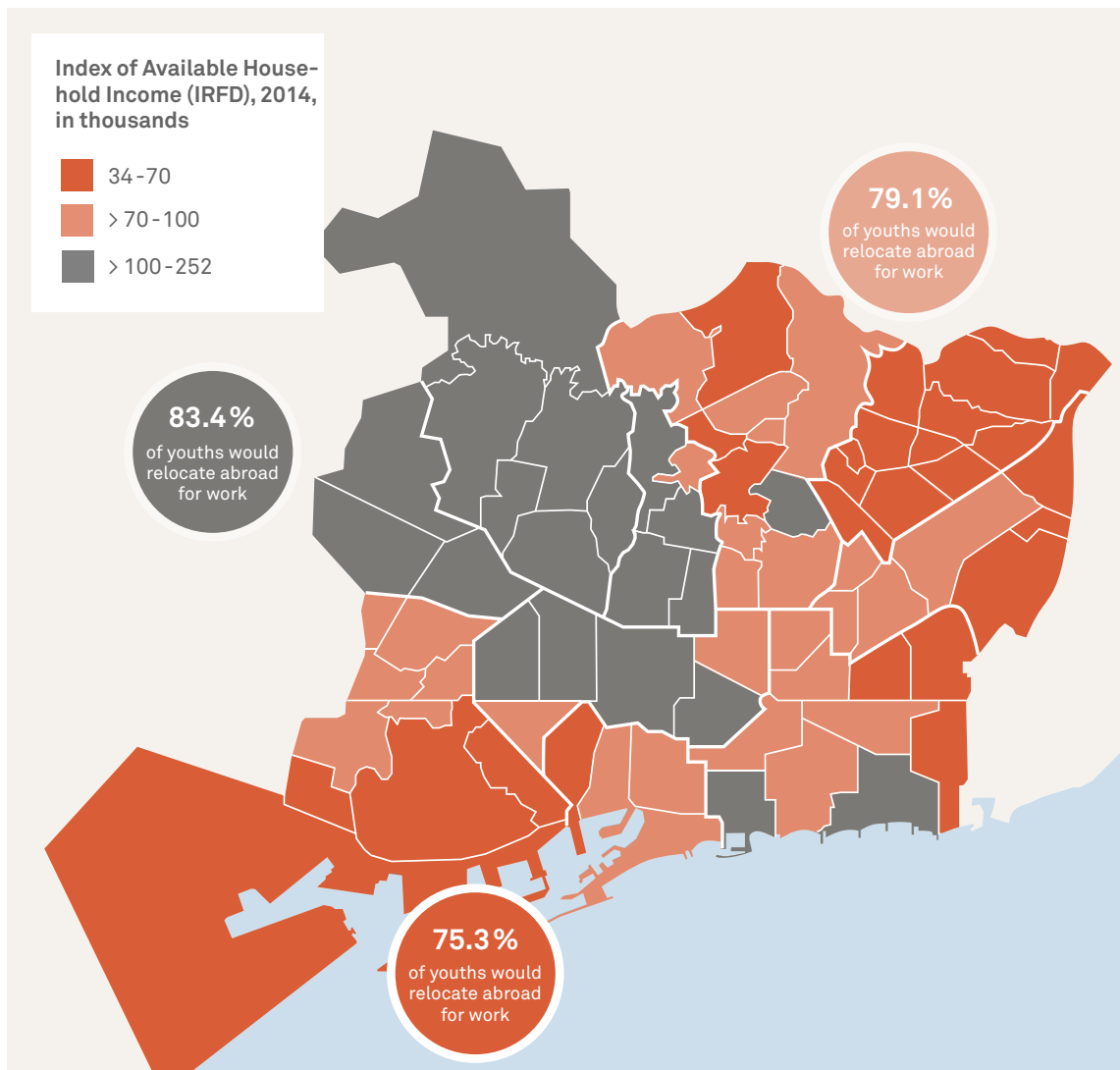
Youths that neither study or work (%). City average: 11.4%



Source: Area of Social Rights at Barcelona City Council, 2015 Barcelona Youth Survey.

Finally, the problem causing most concern amongst youths is unemployment and working conditions (48.3% of this group). The difficulty finding work is such that half of those aged between 15 and 29 would accept a job with a wage lower than what is considered a fair wage (almost 20% higher than in 2002) and half would accept a job without an employment contract. Furthermore, 79.7% of youths would be willing to relocate abroad for work in the future, almost 55% would do so by personal choice. In the 20 to 24 age bracket, 60% would be willing to relocate abroad for work.

Youths that would relocate abroad for work in the future City average: 79.7%



Source: Area of Social Rights at Barcelona City Council, 2015 Barcelona Youth Survey.

3. PRIORITIES OF THE NEW PLAN

The general purpose of this plan is to promote employability and quality employment, establish measures to improve training and support the employment of youths, whilst placing a particular emphasis on:

- Actions aimed at **the unemployed youth population with lower levels of qualifications via “second chance measures”**.
- **The vulnerability and the youth population at most risk of exclusion from the labour market** via integral programmes aimed at youths with functional diversity, youths from the foster care system/the Directorate General for Children and Adolescent Services (DGAIA) aged over 18, youths that did not complete secondary education, young immigrants from vulnerable backgrounds, etc. With a view to ensuring equal opportunities and preventing discrimination on the grounds of gender or sexual orientation, these programmes will focus on the different needs, conditions and circumstances of youths.
- Positive action measures to avoid the **stigmatisation of youths** and to fight against the **segregation of youths** linked to their place of residence, origin or as they form part of social backgrounds with greater difficulties, which affect the personal and professional development of the youth population regardless of their potential.
- Measures to **promote success at school, assistance with job placement and/or the return to education**, at different stages, in particular secondary education, intermediate vocational training (CFGM) and advanced vocational training (CFGS).
- Measures to **fight against insecurity in the youth labour market and to promote the creation of quality employment** with a gender perspective.
- Guarantee a wide, **structured and decentralised range of professional guidance and information actions and assistance with job placement** to all youths in Barcelona. Particular emphasis shall be placed on neighbourhoods in which there is a larger number of youths that neither study nor work (18.5% of the youth population of low income neighbourhoods).
- Measures adapted to the **needs of the production system** in the geographic area, placing an emphasis on sectors and activities with the greatest added value and quality, encouraging the involvement of companies (green economy, industrial sector, ICTs, communications, etc.). Increase the number of **labour mediation strategies and agreements with companies offering decent employment opportunities**, emphasising the value of youths within the company.
- Design, in collaboration with other agents, a return programme with opportunities and assistance in migratory processes.

- Measures to **promote language learning**, particularly amongst unemployed youths and those with limited resources in the city.
- Promote **knowledge of other forms of economies, promoting an active attitude** amongst the youth population in seeking alternatives, with the **City Council offering support to enterprising initiatives, particularly collective measures and those with a social value.**
- Guarantee a **cross-cutting gender perspective** in all the Plan's actions.

4. MISSION OF THE YOUTH EMPLOYMENT PLAN

Promote **youth employment** amongst those aged between 16 and 29, **reducing geographical imbalances and gender equality**, promoting **professional training** and improving the skills of young people, ensuring, at all times, **decent employment conditions and higher quality work**.

5. STRATEGIC LINES AND THE FOUR PILLARS OF THE PLAN

25

Plan for
the Promotion
of Quality Youth
Employment
2016-2020

PILLAR 1:
PROMOTING PROFESSIONAL GUIDANCE TO ACHIEVE A GREATER LEVEL OF
EDUCATIONAL SUCCESS AND ASSISTANCE IN THE YOUTH LABOUR MARKET

PILLAR 2:
PROMOTING PROFESSIONAL TRAINING AND SKILLS ACQUISITION

PILLAR 3:
ENCOURAGING YOUTH EMPLOYMENT AND RECRUITMENT

PILLAR 4:
ENSURING DECENT CONDITIONS IN THE LABOUR MARKET FOR YOUNG PEOPLE

FOUR STRATEGIC LINES/PILLARS AND 39 MEASURES FOR PROMOTING YOUTH EMPLOYMENT

26

Plan for the Promotion of Quality Youth Employment 2016 - 2020

PILLAR 1. PROMOTING PROFESSIONAL GUIDANCE TO ACHIEVE A GREATER LEVEL OF EDUCATIONAL SUCCESS AND ASSISTANCE IN THE YOUTH LABOUR MARKET

Creating a system or model between the different stakeholders involved

Measures	Programmes/Resources/Actions	Municipal referent and other stakeholders	Start year
<p>M1. Creation of a map of resources for youth guidance and employment in the city of Barcelona comprising municipal services, and the services offered by the other stakeholders.</p>	<ul style="list-style-type: none"> Identify and map existing services and resources, within the framework of the Youth Guarantee and others Organise and analyse overlaps and/or shortcomings across the city. Review and maintain this map on an annual basis. 	<p>Barcelona Activa Education Consortium SOC Youth Department Fundació BCN FP [BCN Vocational Training Foundation] Youth trade unions - Barcelona Youth Council (CJB)</p>	2016-2017
<p>M2. Improve awareness of guidance and employment services available through the creation of a single portal that integrates the municipal resources and programmes and those belonging to the city's other stakeholders.</p>	<ul style="list-style-type: none"> Single portal: single website and shared database system in a deliverable and dynamic system. 	Barcelona Activa	2017
<p>M3. Guarantee a structured professional guidance system at the end of each different educational level, in particular secondary education, baccalaureate and vocational training amongst public and municipal agents.</p>	<ul style="list-style-type: none"> Establish a coordination board that makes it possible to analyse, organise catchment areas and avoid overlaps between the different public programmes and promote new actions, if required. Renew the Professional Life Project in coordination with the different public agents involved, incorporating a better gender perspective. Integrate the Informa't Programme, led by the Youth Department within the municipal model. Integrate the Youth Training-Employment Plan within the model to prevent early school drop-outs. Ensure social and employment-related information is available in collaboration with youth trade unions as part of the different planned actions ("Parlem de feina a les escoles", etc.). 	<p>Education Consortium Barcelona Activa Fundació FP Youth Department Youth trade unions - Barcelona Youth Council</p>	2017
<p>M4. Ensure the single city scheme is available to offer assistance and guidance to those aged between 16 and 18 who abandon or fail to pass their secondary education.</p>	<ul style="list-style-type: none"> Maintenance of the Youth Training-Employment Plan. Ensure that Youth Plan is managed as best as possible with the other services or programmes. Provide tailor-made employment improvement and monitoring actions to youths aged over 18 that are unemployed to promote a return to education or inclusion in the world of work. 	<p>Education Consortium Barcelona Activa Youth Department</p>	2017

Measures	Programmes/Resources/Actions	Municipal referent and other stakeholders	Start year
M5. Ensure that a well-coordinated range of employment assessment and guidance actions are available on a decentralised basis across the city .	<ul style="list-style-type: none"> • Create a permanent coordination board dedicated to actions run by Barcelona Activa and the Network of Youth Information points that are complementary to one another, in addition to other programmes aimed specially at the youth population. • Promote the creation of the “career development point of reference” figure, using new youth communication and/or mentoring channels and instruments, such as WhatsApp. 	Youth Department (Youth Information Points) Barcelona Activa	2016
M6. Offer better, personalised assistance and design long-term career development paths .	<ul style="list-style-type: none"> • Promote the creation of the “career development point of reference” figure, using new youth communication and/or mentoring channels and instruments, such as WhatsApp. 	Education Consortium Barcelona Activa Youth Department SOC	2017
M7. Promote greater youth involvement in the different Youth Guarantee programmes , placing particular emphasis on increasing and equalising the involvement of the young female population accessing the system.	<ul style="list-style-type: none"> • Youth Guarantee Promotion Network Programme • Identify particularly vulnerable groups of youths that cannot access the programme via the usual channels. • Analyse and provide a response to youths that fail to meet the requirements of the Youth Guarantee and, as a result, are unable to access existing instruments and programmes. Identify and coordinate alternatives in the city. • Provide the Youth Guarantee programme with resources in geographical areas where shortcomings in following up with youths are detected. • Escalate proposals for change to the corresponding authority. 	Barcelona Activa Youth Department SOC	2016-2017
M8. Promote joint work with the “ University employment network ” in terms of complementary actions aimed at university students.	<ul style="list-style-type: none"> • Constitute a coordination board with the “Job placement services” at universities. 	Barcelona Activa SOC Universities (Barcelona City Council)	2017
M9. Promote the greater coordination of services offered and referral to employment resources on a regional level and within the metropolitan area of Barcelona .	<ul style="list-style-type: none"> • Constitute a coordination and design board for specific joint actions. 	Barcelona Activa Regional Council of Barcelona, Metropolitan Area of Barcelona (AMB).	2017
M10. Strengthen and improve the connection with the city’s youth population in order to facilitate access to resources and build career plans that pursue training and/or employment.	<ul style="list-style-type: none"> • Creation of new pilot reference facilities for young people of working age that encompass all services and programmes offered to the youth population. • Definition of a model and potential transferability to other districts of the reference model, based on the experience of Espai Les Basses in the Nou Barris district. 	Barcelona Activa Youth Department Districts	2016-2017

Measures	Programmes/Resources/Actions	Municipal referent and other stakeholders	Start year
M11. Promote a greater connection to the youth population that does not use or is not aware of the standard services and channels (SOC, PIJ, Barcelona Activa) through the youths themselves and establish new models of occupational links and mobilisation	<ul style="list-style-type: none"> • “Connecta Jove” Project: recruitment via the Youth Employment Plans programme as part of the GJ Programme with a view to building proactive links with other reference figures or spaces for youths (leisure spaces, sports facilities, street-based team of educators, youth institutions, etc.). 	Barcelona Activa Youth Department IMSS	2016- 2017
M12. Promote self-awareness, the acquisition of personal skills and abilities for the purposes of employment via the different programmes and services available in order to promote the active empowerment of youths via shared support facilities in the community.	<ul style="list-style-type: none"> • “Barcelona Treball Jove” activity programme. • “Coaching Laboral per a Joves” programme. • Open Spaces for work research with assistance from a mentor. • Other innovative actions 	Barcelona Activa Youth Department - Youth Information Points (XPIJ)	2016- 2017
M13. Promote specific innovative projects in which different city stakeholders and institutions are involved to support the council's actions and initiatives.	<ul style="list-style-type: none"> • Publication of the call for subsidies and/or public tenders. 	Barcelona City Council: Barcelona Activa IMEB	2017
M14. Project to Promote careers in sectors with strong future prospects: science, mathematics, technology and industry particularly amongst females.	<p>Amongst other actions:</p> <ul style="list-style-type: none"> • Creation of occupational materials and videos featuring female success stories. • Support to STEM Promotion Projects, with an annual open day with girls from schools throughout Barcelona, in addition to promoting or supporting other such projects. • Campaigns to promote careers in industrial sectors, etc. 	Education Consortium Barcelona Activa Businesses Fundació BCN FP [BCN Vocational Training Foundation]	2017
M15. Inclusion of a gender perspective in the range of professional guidance instruments and employment programmes with personal assistance.	<ul style="list-style-type: none"> • Professional Life Project. • “Informa’t” Programme: Youth Information Points. • FP BCN Guide, etc. 	Department of Gender Mainstreaming - Barcelona City Council Barcelona Activa Youth Department Fundació BCN FP [BCN Vocational Training Foundation]	2017

PILLAR 2 PROMOTING PROFESSIONAL TRAINING AND SKILLS ACQUISITION AMONGST YOUTHS

Measures	Programmes/Resources/Actions	Municipal referent and other stakeholders	Start year
<p>M16. Promote Second chance opportunities or integrated programmes aimed at youths with limited qualifications to promote both the return to education and professional training and accreditation prior to placement in the world of work, giving particular emphasis on geographical and gender imbalances.</p>	<ul style="list-style-type: none"> • Dual vocational training at ordinary companies and municipal institutions. • Work placements in different jobs and sectors. • “Dedeuauana”. • PFI. • “Joves per a l'Ocupació” Programme. • “Garantia d'Èxit BCN” Programme. 	<p>Barcelona Activa Education Consortium Youth Department Fundació BCN FP [BCN Vocational Training Foundation]</p>	2016-2017
<p>M17. Promote, as a priority, greater attention to diversity and responses adapted to the youth population in special circumstances of vulnerability.</p>	<p>Integrated training and employment programmes for youths at risk and/or suffering from exclusion.</p> <ul style="list-style-type: none"> • Young people who leave the DGAIA foster care system at the age of 18. • Young immigrants who are particularly vulnerable. • Youths with functional diversity. • Youths suffering from mental health disorders. • Young women who are single mothers. • Youths from the gypsy community. • Youths from the LGBTI community. 	<p>Barcelona Activa Area of Social Rights IMD Department of Feminism and LGBTI Councillor's Office for Infants, Youths and Senior Citizens</p>	2017
<p>M18. Assess, maintain and, if deemed necessary, expand the variety of job-compatible training programmes available.</p>	<ul style="list-style-type: none"> • Fem Ocupació per a Joves. • Trade Schools. • Dual Vocational Training. • “Garantia d'Èxit BCN” Programme. 	<p>Barcelona Activa Fundació BCN FP [BCN Vocational Training Foundation] Education Consortium Youth Department Youth trade unions - Barcelona Youth Council</p>	2016-2017

Measures	Programmes/Resources/Actions	Municipal referent and other stakeholders	Start year
<p>M19. Genuine commitment to professional training and strengthening the structure of the “Vocational Training Network in Barcelona”.</p>	<p>Objectives:</p> <ul style="list-style-type: none"> • Identify the needs of companies and individuals in BCN. • Improve the visibility of vocational training available at the 95 centres in the city. • Reduce the downturn in vocational training, especially in terms of intermediate vocational training (CFGM). • Explore the ideal dual vocational training and alternated training models in depth. • Share methodologies and establish coordination mechanisms. Harness Associació Xarxa FP synergies promoted by Barcelona City Council and comprising a series of 21 European cities that cooperate to encourage the internationalisation of vocational training. 	<p>Jointly: Fundació Barcelona FP, Education Consortium, economic and social stakeholders, training providers, institutions representing the business network (guilds and trade associations) and the Barcelona Youth Council</p>	2017
<p>M20. Ensure participation and/or expand the number of Vocational Training places available that respond to the needs of the labour market and in sectors with greatest added value, suited to a young audience (sustainability, mobile, energy efficiency, etc.).</p>	<ul style="list-style-type: none"> • Promote youth participation in the training on offer, in particular those offering city or own certifications (Vocational training in priority areas [FOAP] and other channels). • Promote equal participation between men and women (in particular, in training directed at jobs traditionally occupied exclusively by either men or women). 	Barcelona Activa	2017
<p>M21. Promote knowledge of languages and create specific actions, in particular amongst unemployed youths with limited resources in the city.</p>	<ul style="list-style-type: none"> • Promotion and support of exchange programmes, Erasmus, etc. • Tailor-made actions and/or youth support for language training. • Create municipal exchange facilities between youths to practice languages. 	Fundació FP Inter-university Network Barcelona Activa Youth Department Education Consortium	2017
<p>M22. Promote channels of professional accreditation and skills recognition.</p>	<ul style="list-style-type: none"> • Accreditation of skills and designing career development paths. • Acknowledge experience in terms of the formation of associations, amongst others, seeking possible channels of accreditation. 	CJB Youth Department Barcelona Activa Education Consortium	2017
<p>M23. Promote specific innovative projects in collaboration with different city stakeholders and institutions to support the council's actions and initiatives.</p>	<ul style="list-style-type: none"> • Create channels that make it possible to roll out projects through the call for subsidies and/or public tenders. 	Barcelona City Council - Barcelona Activa IMEB Education Consortium	2017

PILLAR 3 ENCOURAGING YOUTH EMPLOYMENT AND RECRUITMENT

Measures	Programmes/Resources/Actions	Municipal referent and other stakeholders	Start year
M24. Put the “Work and Training” Employment Plan Projects into operation as part of public activities of interest and aimed at the youth population, ensuring the gender perspective in the selection of projects and youth participants. Linked to training and the acquisition of workplace experience.	<ul style="list-style-type: none"> • “Youths with Workplace Experience”: Municipal Employment Plans (PPO0) (250 places aimed at young people from specific “Youth Guarantee” - “Garantia d’Èxit” Programmes). 	Barcelona Activa	2016-2017
M25. Promote knowledge of other forms of economy between the youth population and support enterprising initiatives , especially those of a collective nature.	<ul style="list-style-type: none"> • Strengthen the participation of youths in business incubators. • Tailor-made programmes. • Awareness raising initiatives in terms of cross-sectoral enterprising across a series of facilities, programmes and services. 	Barcelona Activa Youth Department Districts	2016-2017
M26. Review and renew, as applicable, the recruitment support programme for youths at companies offering quality employment.	<ul style="list-style-type: none"> • Offer small companies and the local market with support tools to recruit youths, putting appropriate follow-up mechanisms in place. • Study the 6+6 line of support (support of 6 months at most and with a minimum commitment of 6 further months at the company). 	Barcelona City Council Barcelona Activa Youth trade unions - Barcelona Youth Council SOC	2017
M27. Promote youth and local job centre canvassing actions that link the needs of small companies and regional institutions with organisations that work to promote employment.	<ul style="list-style-type: none"> • Neighbourhood Work Project; Neighbourhood Plan and/or other initiatives. 	Barcelona Activa Districts Youth Department (Youth Information Points - XPIJ) Education Consortium	2016-2017
M28. Expansion of mentoring programmes and services , establishing a shared methodology that places an emphasis on participating companies and individuals.	<ul style="list-style-type: none"> • Creation and revitalisation of the “BCN Mentoring Network for Young Talent and Employment”. 	Barcelona Activa Education Consortium	2017

Measures	Programmes/Resources/Actions	Municipal referent and other stakeholders	Start year
<p>M29. Organising a Technical workshop and/or annual BCN youth employment fair, or events in key sectors with the involvement of youths, companies and city institutions. Using networking spaces between youths and companies and between the technical teams of the different entities.</p>	<ul style="list-style-type: none"> Annual meeting place(s) between key agents of the city, companies and youths looking for work and/or professional development. Study additional channels and/or spaces at events like the Teaching Fair and/or others. 	<p>Barcelona Activa Education Consortium Other stakeholders</p>	2017
<p>M30. Implement measures to encourage young talent that has emigrated to return and discover opportunities available in Barcelona.</p>	<ul style="list-style-type: none"> Initially: shared diagnostic assessment of the “circumstances and details of the emigrated youth population” (starting fourth quarter of 2016). Subsequently: based on the results of the study, define and design a “Return Programme with Opportunities” (Working Group) that seeks to create, amongst other factors, a channel of communication and follow-up through which it is possible to maintain contact with emigrant youths to offer them a secure link with their home country. Ensure that youths leaving the city do so in a mentored manner and that they receive assistance. 	<p>Youth trade unions - Barcelona Youth Council Barcelona Activa SOC Youth Department</p>	2016- 2017

PILLAR 4
PROMOTING AND ENSURING DECENT CONDITIONS IN THE LABOUR MARKET FOR YOUNG PEOPLE

Measures	Programmes/Resources/Actions	Municipal referent and other stakeholders	Start year
<p>M31. Reach a consensus with stakeholders involved and the City Council in terms of a code of best practice to assess job vacancies or actions that the administration may offer or provide information on work opportunities. Shared criteria in terms of the quality of recruitment and decent work.</p>	<ul style="list-style-type: none"> • Employment campaigns and/or other programmes/actions to promote recruitment. 	<p>Youth Department Youth trade unions - Barcelona Youth Council Barcelona Activa</p>	<p>2016- 2017</p>
<p>M32. Promote and supervise contracts with Barcelona City Council as part of which youths have been contracted, ensuring that they enjoy decent conditions of employment. Promotion of social and gender aspects in public procurement. Adoption of the codes of best practice in public procurement by the City Council.</p>	<ul style="list-style-type: none"> • New Guides for Municipal Procurement. 	<p>Coordination Department for Municipal Procurement. Barcelona Activa Youth trade unions</p>	<p>2016- 2017</p>
<p>M33. Ensure that youths are aware of their rights and duties by means of counselling, informational campaigns, referral to youth trade unions, etc. With a view to ensuring equal opportunities and preventing discrimination on the grounds of gender, special emphasis shall be placed on the differences between needs, conditions and circumstances of youths.</p>	<ul style="list-style-type: none"> • Study the means of providing the city's youth population with a "Decent Youth Employment Mailbox", access to which is anonymous, at different council facilities (Pij/Barcelona Activa and/or others). 	<p>Barcelona City Council Youth trade unions - Barcelona Youth Council</p>	<p>2017</p>
<p>M34. Collecting and producing materials in different formats to raise awareness of the regulatory framework of employment relations (rights and duties, role of trade unions, collective bargaining and contracts).</p>	<ul style="list-style-type: none"> • Creation of guides and videos. • Teacher training. 	<p>Barcelona Activa Youth trade unions - Barcelona Youth Council Education Consortium Youth Department</p>	<p>2017</p>
<p>M35. Inclusion of social and labour-related training modules in the youth employment programmes and services promoted by and in which Barcelona City Council participates.</p>		<p>Barcelona Activa (in collaboration with trade unions)</p>	<p>2017</p>

Measures	Programmes/Resources/Actions	Municipal referent and other stakeholders	Start year
M36. Training and raising awareness amongst counsellors and trainers on employment-related topics and assistance with business diversity.	<ul style="list-style-type: none"> • Training initiatives targeting all counselling and information teams that form part of the municipal system, in addition to other stakeholders 	Barcelona Activa (in collaboration with trade unions)	2017
M37. Creation of periodic reports and analyses in relation to quality youth employment in the city.	<ul style="list-style-type: none"> • Production of the annual “Barcelona Treball Jove” report, to monitor the corresponding indicators and their annual evolution. 	Barcelona Activa	2017
M38. Public acknowledgement of companies that promote decent youth employment opportunities in the city.	<ul style="list-style-type: none"> • Ensure their visibility and distinction on the BCN website. 	Youth Department Barcelona Activa Youth trade unions - Barcelona Youth Council	2017
M39. Make support for the recruitment of youths dependent on the use of best practices and absence of any employment irregularities.	<ul style="list-style-type: none"> • Establish pre-defined criteria applicable at the awarding of funding stage and follow-up stages. 	Barcelona Activa (in collaboration with social stakeholders)	

6. EVALUATION AND FOLLOW-UP INDICATORS

A **model of pre-defined follow-up indicators** and **external assessment** of the Plan shall be established, in order to perform an interim assessment at the end of 2018, making it possible to review the objectives agreed and propose new objectives based on any important needs identified. As part of this definition, the perspective of youths, companies and different stakeholders in the development of the Plan shall be taken into consideration. The Plan's Executive Committee shall approve the proposed follow-up and impact indicators.

35

Plan for
the Promotion
of Quality Youth
Employment
2016-2020

7. GOVERNANCE MODEL

The organisational structure and governance proposed for the development, follow-up and assessment of the Plan is as follows:

Plan Follow-Up Board

To be led by the First Deputy Mayor and the President of Barcelona Activa and, by delegation, the Councillor for Infants, Youths and Senior Citizens. It is recommended that Barcelona City Council and key stakeholders in the development of the Plan sit on this board. It shall meet at least once a year and have the following general functions:

- General coordination body, strategic planning and participation and political consultancy concerning the Plan.
- Monitor and approve the annual and end balance of the Plan.

Executive Committee

The Executive Committee shall be comprised of representatives of institutions that form part of the Follow-Up Board, the Education Consortium of Barcelona, Fundació BCN FP, Barcelona Youth Council, youth trade unions and the PIMEC and Foment del Treball employer organisations.

It shall serve as the management body of the Plan, meeting at least once per quarter and have the following main functions:

- Manage the implementation of the Plan, putting the measures and definition of the annual work plan into operation.
- Follow up on the fulfilment of objectives and define the indicators and model for assessing the approved measures.
- Follow up on, obtain first-hand knowledge and approve, as applicable, the proposals pre-defined by the different component work groups.

Work Groups

The suitability of establishing work groups to handle subjects and/or explore certain measures set out in the four pillars in depth shall be assessed. Their composition shall be proposed by the Executive Committee depending on the institutions that have most to contribute to the objectives of each subject or measure, ensuring the participation of youths as the protagonists of the Plan. In the first phase, the following are considered necessary: Dual Vocational Training, the guidance model, Return Programme with Opportunities, etc.

Advisory Council

To guarantee a broader perspective concerning the status of youths in Barcelona's job market and that of the metropolitan area, the fast-changing workplace, trends and future challenges, in addition to the most appropriate strategies in terms of work placement and inclusion considering the diversity of the youth population, it has been proposed that we create an Advisory Council for the Plan, comprising experts from academia, civil society, companies and other possible fields.

Technical Secretariat

The technical secretariat for governance structure will be provided by Barcelona Activa (in close cooperation with the City Council's Youth Department).

8. LIST OF PARTICIPANTS IN THE PLAN

Participants in the 2016-2020 Plan for the Promotion of Quality Youth Employment.

Barcelona City Council:

- Gerardo Pisarello. First Deputy Mayor's Office.
- Laia Ortiz. Third Deputy Mayor's Office.
- Carmen Andrés. Councillor for Infants, Youths and Senior Citizens.
- Laura Pérez. Councillor for Feminism and LGTBI Affairs.
- Agustí Colom. Councillor for Enterprise and Tourism.
- Miquel Àngel Essomba. Commissioner for Education and Universities.
- Jordi Via Llop. Commissioner for Cooperative, Social and Solidarity Economy and Consumption.
- Miquel Miró. Cabinet Chief. First Deputy Mayor's Office.
- Josep de Barberà. Cabinet Chief. Councillor's Office for Infants, Youths and Senior Citizens.
- Marta Cruells. Cabinet Chief. Councillor's Office for Feminism and LGTBI Affairs.
- Sara Berbel. Managing Director of Barcelona Active and Head of Economic Policy and Local Development.
- Albert de Gregorio. Head of Enterprise and Tourism.
- Paco Ramos. Executive Director of Employment Strategies at Barcelona Activa.
- Lorena Ventura. Operations Director of Cross-Cutting Programmes. Barcelona Activa.
- Sara Díaz. Manager of Employment Guidance and Research. Barcelona Activa.
- Alícia Aguilera. Head of the Youth Department.
- Maria Gas. Director of Feminism and LGTBI Affairs.
- Sonia Ruiz. Department for Gender Mainstreaming (DTG).
- Estel Crusellas. Centre for Equality and Women's Resources (CIRD).
- Àngels Santigosa. Head of Studies. Office of Economic Policy and Local Development.
- Xavier Rubio. Project Manager at the Commission for Cooperative, Social and Solidarity Economy and Consumption.
- Joan Recasens, Isabel Pagés, Marta Gibernau, José Cabrero, Roser Latorre, Juani Gòmez, Toni Ribes. Youth Department
- Marta Jiménez and Laura Barrabés. Employment Advisers at the XPIJ (Network of Youth Information Points).
- Laura Fernández. Technical Coordinator of Guidance Projects and Services. Barcelona Activa.
- Sara Casas Torrens. Technical Coordinator of Cross-Cutting Employment Projects. Barcelona Activa.
- Maria Berga, Adela Margalef, Jenifer Martínez and Alba Subirats. Youth Guarantee Promotion Team.

Municipal Groups, members of the Follow-Up Board:

- Candidatura d'Unitat Popular (CUP). Maria Rovira, councillor and Carla Benito, delegate.
- Ciutadans. Marilén Barceló, councillor, Germán Prado, adviser.
- Ciutadans. Francisco Sierra, councillor and Júlia Barea, Minister in the Generalitat of Catalonia.
- Convergència i Unió. Raimond Blasi, councillor.
- Esquerra Republicana de Catalunya. Montserrat Benedí, councillor.
- Esquerra Republicana de Catalunya. Jordi Castellana, Minister in the Generalitat of Catalonia.
- Partit Popular. Boris Valls, Minister in the Generalitat of Catalonia.
- Partit Socialistes de Catalunya. Laura Millán (JSC).

Public services, institutions and sector representatives that form part of the group or that have participated in the process:

- ACELLEC. Pep Montes, Manager.
- Acció solidària contra l'atur. Inma Noguera, Marina Fraile, Mònica Sellés and Adrià Marqués.
- Acció Jove/CCOO. Adrià Labazuy, Albert Bargalló, José Antonio Vizueté and Irene Ortiz.
- Fundació Barcelona Comerç. Vicenç Gasca and Salvador Albuixech.
- Associació Catalana d'Empreses de Seguretat. Josep Roset.
- AVALOT/UGT. Afra Blanco.
- CÀRITAS. Elisabeth Viles, Cristina Velazquez and Albert Martín.
- Barcelona-Catalunya Centre Logístic (BCL). Santiago Bassols, director.
- CECOT. Pere Ejarque.
- Barcelona Youth Council Oriol Nicolau, Joan Bestard, Julia Boada, Tona Fernández and Sara Segarra.
- Social Services Consortium. Josep M. Salgado.
- Education Consortium. Lourdes Tamayo and Jose Antonio Martín.
- CP'AC. and David Martínez.
- Employment Assessment Team (EAL). Laura Felices.
- Barcelona School of Catering. Iñaki Gorostiaga, Managing Director.
- FECETEC. Miquel Vidal.
- Federació de Cooperatives de Treball de Catalunya. Victor Galmés.
- FEMAREC. Esther Sancho i Massó.
- FEPA. Ana Villa.
- Promotion of Employment, Yesika Aguilar and Mireia Recio Ortega.
- Fundació Adsis. Daniel Juan Garcia.
- Fundació Ared Jove. Xavier Villarejo, director.
- Fundació BCN Comerç: Barcelona axes. Alfons Barti, Prosper Puig.

- Fundació BCN Formació Professional. Pere M. Ros and Montse Blanes.
- Fundació Comtal. Pere Girona.
- Fundació els Tres Turons.
- Fundació Èxit. José Alonso.
- Fundació Intermedia. Ruth Ibars.
- Fundació Joia. Jordi Formiguera
- Fundació ONCE. Ester Tórtola
- Fundació Paco Puerto. Maite Palau.
- Fundació Salut i Comunitat. Sandra Tatay.
- Fundació Trinijove. Marc Serrano, i Yolanda Burgüeno.
- Institute for the Development of Training and Employment (IDFO).
Mireia Galobardes.
- Impulsem SCCL. Vanessa Cayuela.
- Gremi d'Empresaris de Cinema. M^a Pilar Sierra.
- Gremi de Tintorers i Bugaders de Barcelona. Dionisio Mesa.
- La Confederació. Laia Grabulosa.
- Mercabarna. Maite Palat, Josep Tejedó
- Ocean Port Vell (Port de Barcelona). Maria José Díaz.
- ONCE. Francisco Navarro.
- PIMEC. Silvia Miró and Teo Mendez.
- Probens. Pere Cobo.
- Catalan Unemployment Office (SOC). Jesús Quiroga and Marta Masagué.
- Polytechnic University of Catalonia (UPC). Sisco Vallverdú.
- Autonomous University of Barcelona. Marta Rovira. Doctor in Sociology
and public policies researcher.

We would like to offer special thanks to the young people that have participated in this process.

**2016-2020 Plan for the Promotion
of Quality Youth Employment**
November 2016