

WOMEN4IT 2019



STUDY OF INNOVATIVE APPROACHES:

Contribution
to employment
of NEETs /
target groups

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Study of innovative approaches contribution to employment of NEETs/target groups

Dr. Maria Giannacourou, Eva Fabry and Katarzyna Udała
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Executive Summary

Purpose

This report summarizes good practices and initiatives regarding improving the employment in ICT sector jobs of women and NEETs in the partner countries of this project (Latvia, Spain, Greece, Malta, Lithuania, Ireland and Romania). These good practices are expected to serve as a useful framework and provide valuable insights for the next phases of project development, eliminating the need for “trial and error”, as well as provide input for policy making. Using the experience gained, especially through lessons learned, it is expected to improve project implementation in similar areas.

Methodology

The desk research, to collect the necessary information, was supplemented with focus groups and interviews with women representatives in all piloting countries to add to the provision of innovative employment approaches. Key lessons learnt provided concrete pointers for project intervention to validate their possible contribution to the different national settings.

Results

Good practices presented constitute answers to challenges faced by the target groups. Among the challenges that women and NEETs face regarding employment in ICT sector jobs are: gender-based stereotypes and discrimination, due to cultural and social norms, but also as a result of the multiple roles that women play in work and family settings, lower levels of technical and digital literacy skills, lower confidence, as well as negative perceptions regarding ICTs, enhanced by the lack of awareness on job opportunities linked to ICTs.

Overarching themes emerging from the good practices, focus groups discussions and interviews with women representatives regarding good

practices are: demand-led training programs engaging employers, continuous training and flexible learning methods, improvement of digital as well as social skills, support structures and policies to combat stereotypes and discrimination, role models and peer support networks, gender sensitive guidance and counselling, increased awareness about careers in ICT and, above all, development of inclusive ecosystems, since closing the gender gap in the digital sector is not the responsibility of any single entity, but requires collective actions between the public sector, the private sector and the community.

Introduction

Only 1,38% of employed women are ICT specialists compared to 5,66% of employed men. That means that only one in 5 ICT specialists is, in fact, female.

The lack of diversity in the ICT industry is a path to a social and economic loss.

The ICT sector is undoubtedly a quickly growing one, with technology developments overflowing the industry, providing more and more opportunities and significantly widening the job market. That is the reason why ICTs are considered as “development enablers” and are increasingly promoted as a key solution for the empowerment of historically disadvantaged groups, such as women and NEETs. However, women are represented very poorly in the ICT sector. Only 1,38% of employed women are ICT specialists compared to 5,66% of employed men¹. That means that only one in 5 ICT specialists is, in fact, female.

Experience has shown that the introduction and effective application of any new technology must recognize that technologies are not gender neutral, neither in design nor in implementation and therefore, ICT projects must be designed to function within the cultural and social structure without inadvertently reinforcing existing gender divides. The lack of diversity in the industry is a path to a social and economic loss. One example could be the need for diversity in the development of artificial intelligence (AI). “Technology solutions, especially AI, need to be developed in unbiased and inclusive ways to ensure that they reflect society at large. More diverse and demographically representative participation of programmers, AI experts and designers, will help realize this goal” emphasizes DIGITALEUROPE’s Call to Action for a Stronger Digital Europe towards 2025². Moreover, the data that AI uses for performance and self-learning needs to be representative, which – again – requires greater diversity; not only diversity based on gender but also race, age, socio-economical background and geographical location.

¹ A stronger DIGITAL EUROPE, DE. <https://www.digitaleurope.org/wp/wp-content/uploads/2019/02/DIGITALEUROPE—Our-Call-to-Action-for-A-STRONGER-DIGITAL-EUROPE.pdf>

² ibid

Diversity in the ICT sector is crucial not only from the technology-development point of view but also from the perspective of the ever-changing labour market. When it comes to employment, many people express that they are fearful of the future. It comes from the fact that with the development of digital technology, some of the jobs that we know today will ultimately become obsolete, and many assume that technological solutions will take over their professions. While that may happen, with technological growth, entirely new jobs will be created too. We are just unable to define them yet.

It is impossible to predict the jobs that will be available on the market in 5-10 years, let alone in 30. What we can do, however, is to forecast what kind of skills they will require. There is no doubt that they will be digital, but how can we define them further? A Belgian trade association, Agoria, leads by example with their in-depth study of the Belgian labour market until 2030³. In the research, Agoria assessed the following factors: developments for the country, 16 business sectors and 75 job profiles, quantitative and qualitative forecasts, job losses, creation and development, the number of job vacancies and unemployment by region, sector and profile, worker inflows and outflows, the gap between demand and supply. Additionally, the researchers defined digital skills for the future in the context of Belgium and provided recommendations for policymakers⁴.

The Agoria study emphasises the urgency of retraining and upskilling, among other solutions for a sustainable labour market in Belgium⁵. This research, while very detailed, is, however, region-specific. There is a need for a more comprehensive study conducted on a much greater scale. Thus, in the context of Europe, forecasting the digital skills needed for future jobs could and perhaps should be the competence of the European institutions – says DIGITALEUROPE’s Director General, Cecilia Bonefeld-Dahl. “Education is indeed a national competence, but forecasting the skills of tomorrow should

³ <https://www.agoria.be/en/Agoria-Without-a-suitable-policy-there-will-be-584-000-unfilled-vacancies-in-2030>

⁴ <https://data.consilium.europa.eu/doc/document/ST-6702-2019-INIT/en/pdf>

⁵ https://www.acdn.be/_projects/bethechange/brochures/brochure_EN_V06.pdf

be an area the EU takes the ownership of. Employment is now global, not national, and policymakers at the EU level must act to innovate pan-European educational curricula and enhance digital skills training”⁶, she claims.

Employment is now global, not national, and policymakers at the EU level must act to innovate pan-European educational curricula and enhance digital skills training

Making skill trends forecasting a European competence could be an excellent way to provide much-needed information on the shape of the future job market. Additionally, the EU possesses both the outreach to gather the data and the authority to push for more forward-looking formal curricula in national education. This, however, can be a lengthy process. In the meantime, investing in digital capacity building should be a shared responsibility of institutions, businesses, not-for-profit organizations and other stakeholders. Alternative methods of reskilling and upskilling such as training, workers’ mobility programmes and improved communication on STEM education opportunities can be used to assure competitiveness on the global labour market and improve job employment opportunities for the most vulnerable groups.

This report intends to summarise good practices and initiatives regarding improving the employment of women and NEETs in ICT sector jobs⁷, in partner countries focusing on training efforts and awareness raising regarding digital skills and jobs. The desk research aiming to collect the necessary information, was supplemented with focus groups and interviews with women representatives in all piloting countries to add to the provision of innovative employment approaches in W4IT project. Key lessons learnt provided concrete pointers for project intervention, which were assessed through the focus groups and interviews to validate their possible contribution to different national settings.

⁶ [https://mailchi.mp/digitaleurope.org/26-march-567245?e=\[UNIQID\]](https://mailchi.mp/digitaleurope.org/26-march-567245?e=[UNIQID])

⁷ jobs “which are directly created through the production of ICT and through the intensive use of ICT” and include IT-specialists, but also users of advanced, often sector-specific, software tools (such as graphic designers, statisticians, data scientists) as well as basic users with competencies in using generic ICT-tools, (OECD and the World Bank)

Project Aims

The main objective of the project is to develop the digital competences of young women who are at risk of exclusion from the labour market by improving their employability through an alternative, integrated approach. The solution will upskill them, with a 'learning to learn' attitude, a sense of initiative, and the social skills necessary to find a job. Conducting needs assessments will help reaching this outcome since through the systematic review and study of multi-sourced data the identification of gaps between current and desired/required knowledge, skills, behaviour and practice will be revealed. In addition, the investigation of policy initiatives and good practices in partner countries will allow the identification of effective provision and the enrichment of project activities with lessons learned.

To close the loop, the system will consult with employment services. A new participative alliance and adaptable tools will make the proposed solutions sustainable and transferable to different territories and target groups.

Purpose of Study of Innovative Approaches Contribution to Employment of NEETs/Target Groups

The literature review shows that female human capital accumulation has a considerable impact on technology adoption, innovation and economic growth. But, although women are beginning to achieve gender equality and close the gender gap in IT by developing digital fluency, they still remain underrepresented in the workforce. Thus, helping women to access the skills they need to be successful can improve gender equality, promote inclusive growth and affect positively productivity, while also improve the efficiency of human capital allocation.

The present report, as well as the Women4IT project, is motivated by the potentially powerful role that information and communication technologies

(ICTs) can play in providing employment opportunities for women and NEETs in Europe.

Numerous factors can impact the success of an ICT-based project and many studies have addressed the theory related to the topic. Additionally, there are individual case studies examining the impact of ICT on the empowerment of women. Drawing upon several ICT/employment/gender equality projects and initiatives aiming to remedy women's severe under-representation in the ICTs sector, the present review tries to identify a set of "good practices" that underline the successful implantation efforts with the anticipation that the insights provided would be useful both for purposes of effective W4IT project development as well as policy design.

This review has two key objectives:

- identify promising practices for the promotion of young women and NEETs employment in ICT sector jobs,
- inform the understanding of how the design and implementation of digital skills training can support women's economic empowerment.

The good practices and the initiatives presented have been analysed and efforts have been made to link the ground experiences with major project outcomes and objectives.

Outline of the Study

After this introduction, **Section 2** presents the methodology in identifying and selecting good practices and initiatives including the criteria that constitute a good practice worth examining.

Section 3 discusses the challenges good practices and initiatives address under major heading such as: identification of labour market digital skills needs, promotion of women and NEETs employment, women and NEETs ICT skills training, promotion of women in the ICT sector, and stakeholders'

involvement. In closing, **Section 4** summarises some of the key strategic themes from the good practices, focus groups discussions and women representatives' interviews to consider in the next stages of the WOMEN4IT project to increase ICT-enabled employment opportunities for the target groups.

References

This section presents the literature sources and the websites reviewed for the development of this study. The websites visited to collect data on good practices and initiatives are presented in the description summary of each practice in the Annexes section.

Annexes

Short description of the 24 good practices and initiatives presented in the report is included.

Approach and Methodology

Many organizations, NGOs, and government agencies have been working on different areas to resolve challenges women face in the labour market today. As a lot of good work has been done in this regard by different organizations and stakeholders in the consortium partner countries, efforts concentrated on collecting good practices and initiatives from Latvia, Spain, Greece, Malta, Lithuania, Ireland and Romania to get their initiatives on board.

The main objective of this study is to address the question: How do ICTs and projects aiming at the development of digital skills facilitate women employment and what are some characteristics of successful efforts/projects?

The methodology developed for this study was to:

- a) review the literature and identify factors that promote employment opportunities in the ICT sector jobs and facilitate women and NEETs ICT training implementation and challenges met during such efforts. These factors constituted the headings under which projects under investigation were classified
- b) identify a set of projects/initiatives that were analysed to understand the extent to which the theoretical findings were validated by the field experiences. Through this process, a set of good practices was identified that underlie a project that is successful in empowering women.
- c) promote cross learning's and replication of the good work done elsewhere.

Good practices are defined as sets of actions, initiatives, and policies undertaken that have been proven to work well and produce good results and can be recommended as a model to emulate. In this case, as a good practice is considered a successful experience regarding promoting employment of vulnerable groups through ICT skills which has been tested and validated, in the broad sense, and which deserves to be shared so as to provide insight for the next stages of the W4IT project development and implementation.

Good practice criteria

The following set of criteria were used in identifying “good practices” and initiatives (WHO):

- Effective and successful
- A “good practice” has proven its relevance as an effective way in achieving youth and women employment and promotion of ICT skills. It also has been successfully adopted and has had a positive impact on individuals and/or communities.
- Economically and socially sustainable
- A “good practice” meets current needs of the target groups, without compromising the ability to address future needs.
- Gender sensitive
- The practice must exhibit how female beneficiaries involved in the process, were able to improve their livelihoods.
- Technically feasible
- A “good practice” is easy to learn and to implement.
- Advances participatory approaches
- Participatory approaches are essential to promote mutual understanding and support a joint sense of ownership of decisions and actions especially when gender gap closing is involved.
- Replicable and adaptable
- A “good practice” should have the potential for replication and should therefore be adaptable to similar objectives in varying situations.
- Improving resilience of target population

A “good practice” contributes to the resilience of young women and NEETs by improving their competitiveness in the job market and subsequently their economic empowerment.

The review of good practices included in this report is limited by the availability of data online, some discussed widely and others scarcely. Most of the information was found through the respective websites or through documents

prepared for dissemination and communication of the initiative. This information was compiled, analysed and classified and is being presented in the following sections.

Collecting information format

The format for collecting the information (Table 1) includes 2 major parts:

- The first part was designed to get general information on the good practice / initiative e.g. title, time span and date (in terms of years), administering organization, geographical coverage, target group, etc.
- The second part was designed to get information on the good practices / initiative that could benefit the development of WOMEN4IT project such as: summary, lessons learnt, limitations, and similar details.

Table 1: Format for collecting information on good practices

ELEMENT	GUIDING QUESTION
<input type="checkbox"/> Labour market Digital Skills needs <input type="checkbox"/> Approaches to promote Women/NEETs employment <input type="checkbox"/> Women/NEETs ICT skills training <input type="checkbox"/> Stakeholders' involvement <input type="checkbox"/> Other	Major Themes that the Good Practice/Initiative (GP/I) addresses
Title	What is the name of the good practice/initiative?
Year	Specify the period during which the practice has been carried out
Valid/Active	Is it currently on?
Type (program, project, activity, forum, events, etc.)	What type of activities did the GP/I included?
Web Address	Where information can be found and retrieved on the GP/I on the Internet?
Administering Organization	Who was responsible for implementing the GP/I?
Contact Details	What is the address of the people or the project to contact if you want more information on the good practice?
Country of Origin	Who initiated the GP/I?
Other countries participating	What is the geographical range where the good practice has been used?
Partners involved	Who are the institutions, partners, implementing agencies, and donors involved in the good practice?
Summary of initiative/good practice	What is the aim/objective of this document? What is the context (initial situation) and challenge being addressed? Provide a short description of the good practice being addressed
Groups addressed	Who are the beneficiaries or the target group of the good practice? Who are the users of the good practice?
Lessons learned relevant to WOMEN4IT	What are the key messages and lessons learned to take away from the good practice experience, for the target population?
Does it include gender perspective?	Please include gender aspects addressed by the GP/I
Limitations of initiative/good practice	What are the challenges encountered by target population in applying the GP/I? What are the elements that need to be put further into place for the GP/I to be sustainable so that WOMEN4IT could further supply?

Good Practices and Policy Initiatives

The sample good practices in this report are presented under different headings. Though there are overlaps at places, the classification is based on the type of interventions envisaged in the W4IT project. In general, there are 24 good practices and initiatives from the 7 piloting countries described here, see Table 2.

Table 2: List of good practices and initiatives

nr	Country	Title of the programme/ initiative	Page
1	GREECE	Innovation and Employability for Women (e-Women)	34
2	GREECE	REGENERATION	35
3	GREECE	eSKILLS4ALL	37
4	IRELAND	Women ReBOOT	38
5	IRELAND	Business Administration and Digital Skills for Work	40
6	IRELAND	Young women in technology	42
7	IRELAND	Technovation Challenge	43
8	LATVIA	Accenture Boot camp	45

9	LATVIA	Girls make IT happen	46
10	LATVIA	Riga TechGirls	48
11	LATVIA	Youth Guarantee	49
12	LITHUANIA	Women Go Tech	52
13	LITHUANIA	IT -for your Tomorrow	54
14	LITHUANIA	National youth policy development program	56
15	MALTA	Smart Women	57
16	MALTA	Maternity Leave Fund	59
17	MALTA	Guidelines to increase and retain Women in ICT	60
18	ROMANIA	Guidance and outreach for inactive and unemployed	62
19	ROMANIA	Long-term unemployed youth: Characteristics and policy responses	63
20	ROMANIA	Codette Romania	65
21	SPAIN	GirlsGetTech	66

22	SPAIN	Women in Digital Economy	68
23	SPAIN	Together for the Employment Initiative	69
24	SPAIN	SAPE'A Programme	71

Most practices and initiatives are focusing on promoting employment and ICT skills, (see Table 3). The target groups are women, NEETs and underprivileged groups. Almost all of them were involved in awareness initiatives and training programs.

Table 3: Key challenges addressed by good practices and initiatives

KEY CHALLENGES					
Labour market digital skills needs	Approaches to promote Women/NEETs employment	Women/NEETs ICT skills training	Stakeholders' involvement	Promote women in the ICT sector	Map current situation
1, 2, 8,9,11, 15, 20, 21, 22, 24	1, 2, 3, 4, 5, 6, 9, 10, 11, 15, 16, 18, 19, 23, 24	1, 2, 3, 4, 5, 6, 7, 8, 9, 10, 12, 15, 20	2, 3, 4, 8, 13, 20, 23, 24	6, 7, 10, 17, 21	1, 3, 17, 19, 22

Labour market digital skills needs

Research shows that the majority of jobs at present require skilled professionals, particularly when it comes to digital know-how, for which post-secondary education is not enough. Thus, individuals need to nurture existing skills and learn new ones to compete in today's labour market. However, the major issue is not only the provision of education, but also the fact that the labour market moves faster than the training provided, and mismatches are created. So, there is need to tap into the needs of the marketplace and align training with the knowledge that today's businesses need.

In order to combat this, organizations included in the review sample offer training programs based on the needs of potential employers which provide a clear pathway for participants. This is the case in Latvia (Accenture Boot Camp) where training is provided in boot camps on specific ICT job profiles created in collaboration with large companies, based on their needs. Companies invest resources for the development of the training and the courses. After graduation graduates can be offered paid positions after traineeship from 4 to 6 months.

Because the labour market moves faster than the training provided, training programmes based on the needs of potential employers could provide a clear career pathway for participants.

In the same direction, efforts are concentrated on developing networks of beneficiaries and stakeholders to exchange information and guide training provisions, e.g. the REGENERATION program in Greece which invests in specialized, functional training on specific sectors of the Greek economy where there is a gap between available positions and trained/skilled junior candidates through collaboration with businesses to offer customized training, leading to paid job positions. To increase the impact, of such networks, in some cases there is participation of businesses as well as state organizations such as the Ministry of Welfare in Latvia, which is in charge of the Youth Guarantee initiative, the State Education Development Agency, as well as several municipalities and employment agencies to create a "respected network". In other countries, e.g. in Spain, efforts concentrate on the development of collective solutions with the involvement of all labour agents and stakeholders

Collective solutions include the emergence of an ecosystem that promotes employment and self-employment through new forms of collaboration between social entities, business and public

Together for the Employment Initiative). The result is the emergence of an ecosystem that promotes employment and self-employment through new forms of collaboration between social entities, business and public organizations. Collective practices include the exchange of business knowledge and the provision of economic support.

Finally, other efforts are focusing on creating awareness on the needs of the labour market through conferences, workshops, ICT days, etc to inform beneficiaries of employment opportunities on selected jobs with digital-know how needs (Codette Romania).

Promotion of Women and NEETs employment

The employment landscape is being transformed due to the technological advancements that have given rise to a growing digital economy which creates new forms of work. However, joblessness persists, especially among young people, and it has been estimated that over 22% of young people are not in employment, education or training (NEET). In addition, young women continue to lag behind men in employment and in the digital agenda, facing double risks because of age and gender.

Given all the challenges women are facing in the labour market, the need to address these issues has led to a range of actions in partner countries starting from interventions to the external, business environment, up to personal empowerment to support target groups leverage employment opportunities in general, as well as in ICT enabled fields.

a) External environment interventions

The Maternity Leave Fund is a measure implemented by the Government of Malta to encourage employers, in the private sector, recruit female employees as they are entitled to a reimbursement up to 14 weeks of the salary for maternity leave. In Lithuania, efforts focus in developing structures, Youth centres, to support and motivate vulnerable groups engage in employment

promoting activities (National youth policy development program), while in Romania, the development of an Electronic Register of inactive young NEETs and local intervention teams are among the measures to promote youth employment (Guidance and outreach for inactive and unemployed).

b) Personal and professional empowerment

Most of the interventions included focus on digital skills training as well as personal development through guidance and advice. Although, their methods are different, depending on the target group, regions and possibilities, their objectives are almost the same: to break down the social divide associated with digital technology and to open up real employment opportunities.

In Ireland, young single mothers who left school early were trained on digital skills and office skills together with personal development and communication skills, while there was also provision to acquire work experience (“Business Administration and Digital Skills for Work”). In this initiative, women’s care responsibilities were taken into consideration and childcare was also provided to the trainees. In Young women in Technology program, the focus was on getting young women feel more comfortable with technology as well as supporting women in disadvantaged communities, through a series of 2-hour workshops, over 10 weeks, on topics such as App Design, Coding, Social Media, etc. trying to offer them access to well paid jobs. Since launching this program in late 2014, each of the 120 women who took part have reportedly become more confident with technology, 70 have progressed to further education and 4 have either set up or grown their own businesses.

Another project, the “Smart Women” project, aimed to design, disseminate and deliver a training programme in specific topics such as Entrepreneurship and e-commerce targeting females in Malta, Latvia, Romania, Belgium, Lithuania, Cyprus, and Spain. The course aimed at increasing the knowledge and competences of unemployed females or female entrepreneurs who are still starting up in electronic commerce and business to improve the employment prospects or business opportunities. Similar were the objectives

and topics for the “Innovation and Employability for Women” (e-Women) project in Greece, in which education programs on entrepreneurship and social media were created and pilot seminars were organized on the latest trends for improving employability of women and female entrepreneurs in digital economy.

Certain projects, such as SAPE’A Program coordinated by PLAN, the Spanish partner, through agreements with local employers have ensured NEETs, who perform well in training, job placements or the funding of their business plans, if they want to choose to start their own business.

Among the methods used to support women’s employment is professional and personal empowerment through:

- Group seminars to develop confidence, professional competencies and job searching abilities such as CV writing and interview techniques,
- Technology training through an online technology learning platform (Pluralsight) that supports upskilling across different technology learning paths,
- Industry knowledge and certifications through a technology sector familiarisation training and qualifications like the Scrum Master,
- Individual coaching that supports women identify their new career aspirations and develop a personal career action plan.

Promotion of women and NEETs ICT skills training

Information and communication technologies (ICTs) are acknowledged as key enablers for the empowerment of disadvantaged groups such as women and NEETs. That is the reason why many initiatives centre around the provision of ICT skills.

Among the skills which are provided through training in the identified good practices are:

- For Programming Schools: basic knowledge in Programming Theory, OOP Concept, WEB technologies, ability to write simple SQL statements.
- For Project Management Assistants training: good MS Office knowledge (Excel, PowerPoint, and Project), skills in working with large data sets and the ability to work independently and in teams.
- Digital entrepreneurship and e-commerce
- Information and data literacy
- Digital content creation
- Online safety
- java4web, data science and data engineering, digital marketing, coding
- App Design, Coding, Social Media

In certain partner countries such as Latvia, a dedicated organization, the Riga Coding School, was established which is devoted to helping girls and women learn the basics of computer programming and develop digital literacy skills that are valued in the labour market providing also gender-sensitive guidance and counselling, in the context of “Riga TechGirls” project. In addition, a scholarship program with 100 scholarships was launched in cooperation with the educational initiative “Learn IT” to encourage girls at very early age to learn to code.

In Romania, dedicated workshops, summer schools and a coding competition aimed at supporting ICT training were developed under Codette Romania project. Similarly, in Ireland, through “Technovation Challenge” initiative teenaged girls were encouraged to identify a problem in their community and create an app to contribute to its solution.

Key role in promoting ICT skills training play awareness creating actions such as campaigns to even the gender gap in ICT, inspiring students and young professionals to choose ICT as their field of study and career path by sharing stories of successful individuals within the industry and providing role models.

Promotions campaigns are necessary to even the gender gap in ICT, inspiring students and young professionals to choose ICT as their career path and by sharing stories of successful individuals within the industry could provide role models.

A “Girls Make IT Happen” conference was held in Riga as part of the International ICT Day in which inspiring well-known speakers participating to create interest and spread the notion that ICT skills are necessary for employment and decent work opportunities for women.

Stakeholders’ involvement

The nature of jobs is quickly changing due to automation, social and economic factors, and it is difficult to predict which skills jobs will require in the future, thus threatening to widen the skills gap and making career planning more difficult. In order to overcome this problem, a participatory needs assessment is required, i.e. a systematic approach to setting training priorities carefully analysing beneficiaries’ needs, but in close cooperation with employers and stakeholders so as to identify current and desired status on important values and to best support young women to plan their careers in the digital economy.

In Codette Romania teaming up with large companies has been sought to promote relevant tech skills along with soft-skills and awareness rising. For the WomenReBOOT initiative in Ireland, an enterprise led network comprised of more than 40 partner companies from top global multinationals, a part of the wider Software Skillnet network, has been activated to promote talent development and ICT upskilling for women job seekers. In “IT -for your Tomorrow” initiative among the organizations involved were schools and universities to make the project more sustainable and usable for the young people in Lithuania. In eSKILLS4ALL, by building bridges with the labour market, project partners provide their beneficiaries with labour market valued skills as well as guidance and advice for future employment prospects. REGENERATION in Greece offers young people a holistic approach fostering professional and personal development by connecting the training provided to the needs of the local businesses and promoting job placements. In Spain, through “SAPE’A” Program, agreements with about 30 local companies have provided not only training direction, but also job experience and placement for beneficiaries, while “Together for the Employment Initiative” has resulted in

the establishment of a common language with the third sector and in the advancement of new ways of collaboration between social entities, business and public organizations.

Promotion of women in the ICT sector

The ICT sector provides new opportunities for skills development which may enable women to step into new high-value work. But this sector is considered male-dominated and it is not easy for women to penetrate into traditionally male-dominated jobs, where incomes and the status of the work is higher breaking cultural norms, stereotypes and personal insecurities thereof.

To support in this direction, Riga TechGirls initiative does not only promote computer programming and digital literacy skills in young women, but also tries to supply role models and inspire women by connecting them with successful women in the field and by presenting positive examples and success stories of female professionals in ICT.

Through “Girls Get Tech” initiative in Spain, a forum was developed to connect women and girls who lead, innovate and are active in the ICT sector in a space where they can share experiences, tools and solutions to support their endeavors in achieving equality in the technology sector. In addition, a global event, marked by the United Nations, has been organized to encourage girls choose careers and professions in the field of communication and information technologies.

A number of other countries e.g. Ireland and Lithuania, to break down occupational segregation, start exposure of younger girls to ICT at earlier ages through competitions (see “Technovation Challenge”) and dissemination, in schools, of success stories from professionals to motivate youngsters take up STEM careers (see “IT-for your Tomorrow”).

But, to increase the percentage of women in the ICT sector it is also essential efforts to be directed towards the sensitization of employers as well as parents to avoid women being marginalized, as far as ICT is concerned. In Malta, the Ministry for European Affairs and Equality has issued the “Guidelines to increase and retain Women in ICT”. These guidelines are aimed at all stakeholders who may have concerns about the low percentage of women in the ICT sector. The relevant stakeholders can be small, medium and large enterprises together with NGOs, gender equity advocacy coalitions, the media, educators, career advisors, the government and decision makers. The introductory part of these guidelines provides a short summary of facts and statistics that describe some issues that women face in the ICT Sector and then suggests possible reasons why women are underrepresented in this area. The second part of the document includes guidelines and proposes measures that may be adopted for increasing and retaining women in the ICT sector. Some of the measures proposed are aimed also at parents and media realizing their role in the development of stereotypes. These include:

Some of the measures proposed to promote ICT studies and careers among young women are aimed also at parents and media realizing their role in the development of stereotypes.

1. To change the perception of parents,
2. To include Parents in activities,
3. To acknowledge past parent mistakes,
4. To familiarize children with ICT from a young age,
5. To change the perception of the Media,
6. To change the way ICT sector is presented.

Map current situation

Today, in order for young women to secure jobs and navigate in the labour market, ICT skills and soft skills are important. However, employment results from several factors such as skills possessed, education and training, personal attributes such as motivation, but also socio-cultural challenges including stereotypes and economic environment. Countries seek strategies to enhance employability and improve the productivity of enterprises, and for this purpose reviews that describe the current situation can assist to better

understand labour market demands, identify challenges and their importance and highlight ways to best cope with the situation at hand, which are based on successful approaches tested in different countries.

In the “Long-term unemployed youth: Characteristics and policy responses”, a 2017 EU report, an updated profile of the youth labour market is provided which describes trends over the past decade. It explores the determinants of long-term youth unemployment, at both socio-demographic and macro-economic levels and concludes with a discussion of selected policy measures recently implemented by the Member States in order to either prevent young people from becoming long-term unemployed or support their integration into the labour market or education. Among the proposed measures, based on successful approaches tested, are: flexible designs, decentralized implementation, involvement of stakeholders and close cooperation with relevant actors, especially local employers. The measures include also suggestions to bring young people back on track such as counselling, mentoring, referral to specialized support, tailor-made training and job placements, as well as flexible and sustained support through all stages of the re-insertion program.

In the “Women in Digital Economy” study in 2018 in Spain an analysis of the situation of gender equality in the digital field is presented, collecting the most relevant data, as well as developing recommendations for improvement based also insights from similar EU policies. After presenting the gloom reality that women are underrepresented at all levels in the digital sector in Europe and although it is reported that the digital sector is growing quickly, creating hundreds of thousands of new jobs each year, the proportion of women is decreasing, the report includes an action plan for promoting the equality of women in the digital field which centres on the changing of stereotypes, the promotion of STEM, skills and knowledge, and it concludes advocating the creation of a diverse business ecosystem where women can start and occupy more and more jobs and responsibilities in accordance to their representation in society.

In a similar study in Greece in the context of “Innovation and Employability for Women - e-Women” project, it was suggested that ICT training should be accompanied by the development of women self-confidence and the breaking of negative attitudes towards computer use, that ICT professions should be made more attractive as a career choice for women, and that the strengthening of collaboration across relevant stakeholders should be encouraged.

Conclusions

The main goal of this report is to identify a set of good practices regarding women and NEETs employment in the field of ICTs. The good practices presented constitute answers to challenges faced by the target groups, (see Fig 1, for a summary).

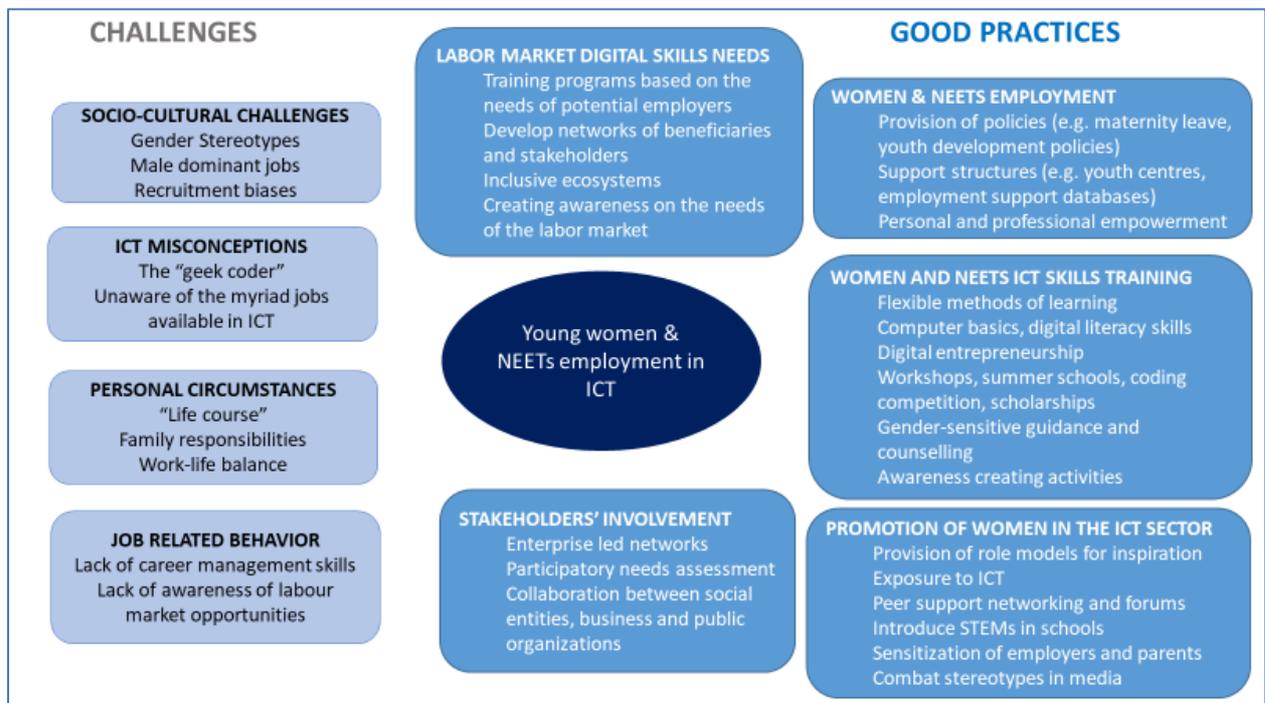


Figure 1: Good practices as responses to challenges of women and NEETs employment in ICT

These good practices are expected to serve as a useful framework and provide valuable insights for the next phases of project development, eliminating the need for “trial and error”, but can also provide input for policy making. Using the experience gained, especially through lessons learned, it is expected to improve project implementation in similar areas.

Among the challenges that women and NEETs face regarding employment in ICT sector jobs are: gender-based stereotypes and discrimination, due to cultural and social norms, but also as a result of the multiple roles that women play in work and family settings, lower levels of technical and digital literacy skills, lower confidence, as well as negative perceptions regarding ICTs, enhanced by the lack of awareness on job opportunities linked to ICTs (a more detailed presentation of the barriers women face based on a review of existing literature can be found in WOMEN4IT WPD: Needs Assessment Desk Report).

Overarching themes emerging from the good practices, focus groups discussions and women representatives interviews regarding good practices are: demand-led training programs engaging employers and aligning training to labour market needs, continuous training to respond to changing job environment and flexible learning methods to allow for women's family responsibilities, improvement of technical and social skills, support structures and policies to combat stereotypes and discrimination, role models and peer support networks, gender sensitive guidance and counselling, increased awareness about careers in ICT, open early on STEM paths for girls and, above all, development of inclusive ecosystems since closing the gender gap in the digital sector is not the responsibility of any single entity, but requires collective actions between the public sector, the private sector and the community.

In the following sections, major interventions addressed by good practices and initiatives are organized around “What Worked”, “Lessons Learned” and “Considerations for project interventions”.

Investigation of labour market digital skills needs

What worked

Teaming up with companies to promote relevant tech skills along with soft-skills and awareness raising activities. Training that included a mixture of teamwork, self-study, workshops and hands-on experience

Lessons learned

Training providers need to access and understand labour market data in order to tailor programs to real needs. Although programs were considered successful, the pre-screening required emphasizing prior knowledge and motivation excluded people from vulnerable groups and thus, gendered barriers remained.

Considerations for project interventions

Comprehensive labour market analysis for skills matching and aligning training to labour market needs. Target groups centred suggestions for inclusive development.

Promotion of women and NEETs employment

What worked

Development of support structures to provide guidance and counselling for professional and personal empowerment.

Lessons learned

The creation of organizations specialized in providing support and guidance for women improved access to job important information and opportunities and, subsequently, employment in higher value jobs such as those in the ICT sector jobs.

Many unemployed women are with degrees, but due to social and cultural norms apply for lower lever jobs. Training should also take into consideration this target group and the conditions educated women face which could lead to frustration and demotivation.

Considerations for project interventions

Provide individual coaching and mentoring for personal empowerment and motivation in addition to technical/professional courses.

Promote women/NEETs ICT skills training

What worked

- Full learning circle – from first steps in learning digital skills to traineeships and paid positions.
- Early age exposure to ICT and use of gamification techniques that combine learning with social activities (e.g. team competitions).
- Raising awareness on the employment possibilities that ICT offers and promotion of successful female presence in the ICT sector for role-modelling.

Lessons learned

ICT training should be accompanied by development of women self-confidence and breaking of negative attitudes towards computer use. Training has been most effective when it considers and adjusts to women's needs, e.g. increased family responsibilities.

Considerations for project interventions

Use of technology to offer training tailored to target group needs.

Design and assist in career paths not only provide short term training.

Stakeholders' involvement

What worked

Development of gender inclusive ecosystems through the collaboration of all stakeholders to reverse gender barriers and increase women's access to employment.

Lessons learned

Engaging employers and stakeholders is essential to identify training priorities.

Partnerships with stakeholders can foster mutual understanding, build trust and prevent resistance, on both sides of supply and demand, promoting gender gap closing.

Considerations for project interventions

Improving collaboration with stakeholders and creating alliances with employers can facilitate the adaptation of the training to current labour market needs and improve the long-term sustainability of the intervention.

Promote women in the ICT sector

What worked

- Integrate and implement gender equality policies at the workplace
- Establishment of virtual and/or physical spaces e.g. forums for women's peer learning and networking
- Provision of female role-models in different roles and occupations.

Lessons learned

- ICT training should be accompanied by development of women's self-confidence and the breaking of negative attitudes towards computer use.
- Make ICT profession more attractive as a career choice for women.
- Ensure certification to enhance status and recognition.
- Stereotypes should be addressed at community as well as family level.

Considerations for project interventions

- Demystify ICT.
- Develop programs that reflect the needs, experiences, and aspirations of beneficiaries.

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ANNEX I: LIST OF GOOD PRACTICES

1. INNOVATION AND EMPLOYABILITY FOR WOMEN (E-WOMEN)

Labor market Digital Skills needs Approaches to promote Women/NEETs employment

Women/NEETs ICT skills training Stakeholders' involvement

Map current situation

Duration	2016 - 2017
Type (program, project, activity, forum, events, etc.)	EEA Grants & Norway Grants financed project
Web Address	http://www.iewomen.eu/1_2/ieWomen
Administering Organisation	1.National Center for Scientific Research "Demokritos" (NCSR "D")
Contact Details	
Country of Origin	Greece
Other countries participating	Norway
Partners involved	<p>2. General Secretariat for Gender Equality (G.S.G.E.)</p> <p>3. Federation of Hellenic Information Technology & Communications Enterprises (SEPE), Greece</p> <p>4. Creative Thinking Development (CRE.THI.DEV) - Greece</p> <p>5. European Center for Women and Technology (ECWT) - Norway</p>
Summary of initiative/good practice	<ul style="list-style-type: none"> • Research on the impact of ICT, social networks and media to create new paths for employability. • Social and cognitive research on the use of ICT in Greece for women and girls in terms of employability and entrepreneurship. • Research into social aspects and aspects of gender equality, security of social networks for women, women's empowerment, e-mentoring techniques, etc. • Research on possible ways for the adaptation of

	<p>traditional economic practices with Internet capabilities and social networking.</p> <ul style="list-style-type: none"> • Analysis and study of different technological platforms (Internet, social networks, applications) and concepts that lead to new forms of knowledge and teleworking opportunities, adaptation of technology for self-employment, entrepreneurship and other innovative forms of gain feedback from ICT market. <p>In addition, education programs on entrepreneurship and social media were produced and pilot seminars were organized on the latest trends for improving employability.</p>
Target Group	Women
Lessons learned relevant to WOMEN4IT	<p>ICT training should be accompanied by development of women self-confidence and breaking of stereotypes and negative attitudes towards computer use.</p> <p>Make ICT profession and STEM careers more attractive as a career choice for women.</p> <p>Ensure certification</p> <p>Strengthen collaboration across relevant stakeholders</p>
Does it include gender perspective?	Yes
Added value of the initiative/good practice	The age groups are different from Women4IT focus, emphasis on entrepreneurship, including digital entrepreneurship, country specific needs.

2. REGENERATION

Labor market Digital Skills needs Approaches to promote Women/NEETs employment

Women/NEETs ICT skills training Stakeholders' involvement

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Duration	2012 - ongoing
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Type (program, project, activity, forum, events, etc.)	Program
Web Address	https://www.regeneration.gr/en/regeneration-academy
Administering Organisation	The Global Shapers Athens Hub, an initiative of the World Economic Forum
Contact Details	info@regeneration.gr
Country of Origin	Greece
Other countries participating	-
Partners involved	-
Summary of initiative/good practice	<p>It is an innovative paid placement, and personal and professional development program aimed at talented graduates of all backgrounds in Greece, to help combat both youth unemployment and the brain drain phenomenon.</p> <p>The program introduces new innovative pillars, investing in specialized, functional training on specific sectors of the Greek economy where there is a gap between available positions and trained/skilled junior candidates. The program's targeted training cycles take place throughout the year at ReGeneration Academy and it claims 700 placements in 300 companies in Greece.</p>
Target Group	Young graduates or young professionals (up to 29 years old) with limited work experience.
Lessons learned relevant to WOMEN4IT	<p>A holistic approach to fostering your professional and personal development: employment opportunities, coupled with an integrated training program, mentoring and community service. W4IT could seek their cooperation to promote training and job placement.</p> <p>4 training cycles so far: java4web, data science and data engineering, digital marketing, coding</p>
Does it include gender perspective?	No

Added value of the initiative/good practice

-

3. eSKILLS4ALL

- Labor market Digital Skills needs Approaches to promote Women/NEETs employment
 Women/NEETs ICT skills training Stakeholders' involvement

Duration	2018 - 2020
Type (program, project, activity, forum, events, etc.)	Erasmus+ KA2 project
Web Address	https://eskills4all.eu/
Administering Organisation	CIVIC
Contact Details	info@civicuk.com
Country of Origin	UK
Other countries participating	Luxembourg, Romania, Cyprus and Greece
Partners involved	Emphasys centre, CIVIS plus, ANT1, ADR North-East, WIDE (Women in Digital Empowerment)
Summary of initiative/good practice	<p>The eSKILLS4ALL project initiates a holistic approach to promote digital literacy, while fighting skills mismatches and unemployment of low-skilled unemployed adults with a focus on women through a multi-assessed e-tool based on an interactive and dynamic platform in order to up-grade their digital competences.</p> <p>It introduces an innovative on-line and in-house "e-SKILLS4ALL-SUPPORT-HUBS" service that will support this target group in their search for employment by equipping them with employability skills and by building bridges with</p>

	the labour market. In addition, it will set up the eSKILLS4ALL NETWORK where various stakeholders (i.e. organisations, agencies, public services, etc.) will offer guidance and advice for future employment prospects
Target Group	Unemployed adults with a focus on women
Lessons learned relevant to WOMEN4IT	The eSKILLS4ALL project introduces an innovative on-line and in-house “e-SKILLS4ALL-SUPPORT-HUBS” service that supports the target group in their search for employment by equipping them with employability skills and by building bridges with the labour market. In addition, it sets up the eSKILLS4ALL NETWORK where various stakeholders (i.e. organisations, agencies, public services, etc.) will offer guidance and advice for future employment prospects.
Does it include gender perspective?	
Added value of the initiative/good practice	-

4. WOMEN REBOOT

- Labor market Digital Skills needs Approaches to promote Women/NEETs employment
 Women/NEETs ICT skills training Stakeholders' involvement

Duration	2017-19
Type (program, project, activity, forum, events, etc.)	Program
Web Address	https://www.softwareskillnet.ie/women-reboot/
Administering Organisation	Software Skillnet and Technology Ireland (Ibec)
Contact Details	info@softwareskillnet.ie
Country of Origin	Ireland

Other countries participating	
Partners involved	40 partner companies from global multinationals
Summary of initiative/good practice	<p>It supports women with technology sector skills and experience to return to work after a career break. Women ReBOOT identifies and nurtures latent skills in these women and facilitates the transition back to work.</p> <p>Good practices:</p> <ul style="list-style-type: none"> - Group seminars to develop confidence, professional competencies and CV and interview support to re-engage with the sector, while learning from the shared experience of the group and building mutual support networks; - Technology training through an innovative online technology learning platform (Pluralsight) that supports upskilling across thousands of technology learning paths; - Industry knowledge and certifications through a technology sector familiarisation training and qualifications like the Scrum Master; - Individual coaching that supports the women to identify their new career aspirations and develop a personal action plan for returning to the sector; - In-company work placement that allows the women to showcase their strengths and familiarise themselves with the working environment following their career break. - The Software Skillnet is expanding its Women ReBOOT programmes to support the progression of women already in the sector, to carry out important research on women in technology in Ireland, to create a Women Technology Leaders forum and associated programme, and to support a further 100 female technology professional
Target Group	<p>80 women to re-join the tech sector - 100% have tried to return to the sector prior to ReBOOT</p> <p>60% of participants are aged between 40 - 49</p>

Lessons learned relevant to WOMEN4IT	In addition to workshops, classroom training and personal professional coaching sessions, in your own time participants will do online training and carry out a number of assignments individually or with a group. Participants will work on a personal action plan, biography, cv and hone their interview skills, while identifying their strengths and learning how to communicate these effectively to an employer.
Does it include gender perspective?	
Added value of the initiative/good practice	Limitations: the target is not of relevance for the Women4IT projects

5. BUSINESS ADMINISTRATION & DIGITAL SKILLS FOR WORK - NQF LEVEL 5

- Labor market Digital Skills needs Approaches to promote Women/NEETs employment
 Women/NEETs ICT skills training Stakeholders' involvement

Duration	2016 - ongoing
Type (program, project, activity, forum, events, etc.)	program
Web Address	https://www.amcham.ie/Amcham/media/SiteMedia/Submission-to-Statement-of-Strategy-Consultation.pdf?ext=.pdf
Administering Organisation	An Cosan
Contact Details	info@ancosan.com
Country of Origin	Ireland

Other countries participating	Ireland
Partners involved	JPMorgan
Summary of initiative/good practice	<p>The programme is aimed at single mothers who left school early and the event coincide with the week of International Women's Day. It is part of Ann Cosán's work to bring about a #OneGenerationSolution, closing the social divide one woman - and hence one family - at a time.</p> <p>They offer one to one mentoring, childcare places available and peer support.</p> <p>It is 2 years programme.</p> <p>In the first year they will train the women on basic digital skills, personal development, communication skills, financial management and in the second-year business admin, accounting, word processing, reception, office skills and finally they will get into work experience.</p>
Target Group	Single mothers who left school early, from disadvantaged areas from 18 to 30 years old
Lessons relevant to WOMEN4IT learned to	They have the same target group and in the second year they will focus more on digital skills. It seems the training could be similar to the one we want to have for one of the selected job profiles: PA with digital competencies. There is a space for collaboration with them. We can integrate the second-year training with more digital focused trainings.
Does it include gender perspective?	Yes
Added value of the initiative/good practice	<p>They don't aim at training the women for specific and targeted job roles.</p> <p>The trainings last for 2 years (too long for W4IT)</p>

6. YOUNG WOMEN IN TECHNOLOGY

- Labor market Digital Skills needs Approaches to promote Women/NEETs employment
 Women/NEETs ICT skills training Stakeholders' involvement

Duration	From 2014 - ongoing
Type (program, project, activity, forum, events, etc.)	program
Web Address	http://www.ancosan.ie/
Administering Organisation	An Cosan
Contact Details	info@ancosan.com
Country of Origin	Ireland
Other countries participating	
Partners involved	IBM, Bank of Ireland
Summary of initiative/good practice	<p>10-week courses are trying to give people a taster of anything you can think of around technology," Kelly explained.</p> <p>The "Young Women in Technology" programme is all about flicking a switch to get young women more comfortable with technology but it is also about supporting women in disadvantaged communities. They want to begin to break down the social divide associated with digital technology and to open up real employment opportunities.</p> <p>Through a series of engaging 2-hour workshops over 10 weeks on topics such as App Design, Coding, Social Media, etc. we aim to help young women understand that software is not scary and offers access to well paid jobs. Since launching their Young Women in Technology</p>

	<p>programme in late 2014, each of the 120 women who took part have become more confident with technology, 70 have progressed to further education and four have either set up or grown their own businesses.</p> <p>The ambition is to scale the programme and to deliver it on a national level in direct response to the need to break down the digital divide and open up a pathway to economic independence for women offered by the digital economy.</p>
Target Group	120 women (from disadvantaged areas)
Lessons learned relevant to WOMEN4IT	This programme has the same target group and the number of target women is close to ours, the timeline is similar to ours. 70 out of 120 have progressed to further education. We should try to get the same number of women (120 women per country)
Does it include gender perspective?	
Added value of the initiative/good practice	The limitation: The project tries to give people a taster of everything you can think of around technology, it doesn't train women focusing on a specific role

7. TECHNOVATION CHALLENGE

- Labor market Digital Skills needs
 Approaches to promote Women/NEETs employment
 Women/NEETs ICT skills training
 Stakeholders' involvement
 Promote women in ICT

Duration	2018 - ongoing
Type (program, project, activity, forum, events, etc.)	program

Web Address	https://teen-turn.com/
Administering Organisation	Teen-Turn
Contact Details	Margaret Malone, e-mail: programme@teen-turn.com
Country of Origin	Ireland
Other countries participating	
Partners involved	IT and Business professionals from different companies in Ireland
Summary of initiative/good practice	<p>This initiative invites teenaged girls to identify a problem in their community and create a solution through a social enterprise featuring an app.</p> <p>The program follows a 12 week curriculum. The girls meet once a week. Each week has a subject, covering various subjects like business models, marketing, app building. ICS hosted the final presentation of the projects and we were impressed by their skills. Some of them received private funding to develop the app.</p>
Target Group	Young girls 16-18 years old
Lessons learned relevant to WOMEN4IT	we can consider to introduce the app developer as one of the job profile because 12 weeks seem to be enough to train a person to be a junior app developer.
Does it include gender perspective?	yes
Added value of the initiative/good practice	The target group is not the Women4IT project's prime focus.

8. ACCENTURE BOOT CAMP

- Labor market Digital Skills needs Approaches to promote Women/NEETs employment
- Women/NEETs ICT skills training Stakeholders' involvement
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Duration	In Latvia from 2015 - ongoing
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Type (program, project, activity, forum, events, etc.)	Program
Web Address	https://bootcamp.accenture.lv/
Administering Organisation	Accenture
Contact Details	riga.bootcamp@accenture.com
Country of Origin	United States
Other countries participating	Global initiative
Partners involved	-
Summary of initiative/good practice	Accenture Boot camps are intensive 1-4 weeks long trainings with a mixture of teamwork, self-study, workshops and hands-on experience. Boot camp aim is to train Accenture's potential employees. The training is close to everyday work in projects where the emphasis is put on practical tasks and team collaboration.
Target Group	Students and young people with prior ICT knowledge: <ul style="list-style-type: none"> • For Programming Schools: basic knowledge in Programming Theory, OOP Concept, WEB technologies, ability to write simple SQL statements. • For PM Assistants training: good MS Office knowledge (Excel, PowerPoint, and Project), skills in working with large data sets and the ability to Accenture work independently and in teams.
Lessons learned relevant to WOMEN4IT	Several stakeholders have pointed out Accenture Boot camp as a good practice of full learning circle – from first steps in learning to traineeships and paid positions as new specialists. Boot camp experience show a good example of motivating and well prepared training based on future employer's needs. The training program is

Does it include gender perspective?	prepared based on the needs for potential employer and provides a clear pathway for participants in more than 12 ICT job profiles. No, but Accenture is well known spokesmen for gender equality and women inclusion in ICT.
Added value of the initiative/good practice	The program has been created for specific company and its needs. Accenture has invested resources in boot camp development and courses are not freely accessible by all, as the company is interested in hiring graduates. After graduation not all graduates are offered to have paid positions in Accenture, first traineeship from 4 to 6 months with scholarship is offered and if the cooperation is successful – a paid position is offered. Application to boot camp include initial testing and interviews – applicants should have prior knowledge and motivation (for people from risk groups it would be harder to pass the initial tests).

9. GIRLS MAKE IT HAPPEN

- Labor market Digital Skills needs Approaches to promote Women/NEETs employment
 Women/NEETs ICT skills training Stakeholders' involvement

Duration	2018 - ongoing
Type (program, project, activity, forum, events, etc.)	Activities to promote women involvement in ICT (Scholarship competition, conferences/motivation etc.)
Web Address	https://www.tele2.com ; https://rigacoding.lv ; http://rigatechgirls.org/
Administering Organisation	Tele2 Shared Service Center, Riga Tech Girls, and Riga Coding School
Contact Details	corporate.responsibility@tele2.com rigatechgirls@gmail.com

Country of Origin	Latvia
Other countries participating	-
Partners involved	Tele2 Shared Service Center, Riga Tech Girls, Riga Coding School
Summary of initiative/good practice	The goal of the project is to increase the employment rate of women in ICT sector and to even the gender gap in ICT. The long-term goals of the campaign is to increase the number of women in Tele 2 SSC in Latvia and to add more women to ICT sector. To reach the goal a variety of activities have been carried out, including forming alliances and inspiring students and young professionals to choose ICT as their field of study and career path by sharing stories of successful individuals within the industry. A “Girls Make IT Happen” conference was held in Riga as part of the International ICT Day with inspiring well-known speakers participating. Additionally, a scholarship program with 100 scholarships was launched in cooperation with the educational initiative “Learn IT” to encourage girls at very early age to learn to code. In 2018 a scholarship program has been launched together with Riga TechGirls and Riga coding school to provide programming training free of charge to 5 motivated women.
Target Group	The primary target audience of the campaign are students and young professionals as well as families of the young professionals and students, and also teachers and professors.
Lessons learned relevant to WOMEN4IT	Women4IT project goals align with the initiatives aims. Tele2 SSC aims to receive well trained future employees as they are short of new ICT specialists, there could be a potential cooperation between W4IT project’s training graduates and Tele2 SSC traineeship program.
Does it include gender perspective?	Yes

Added value of the initiative/good practice

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10.RIGA TECHGIRLS

- Labor market Digital Skills needs Approaches to promote Women/NEETs employment
 Women/NEETs ICT skills training Stakeholders' involvement

Duration	Founded in December 2015 - ongoing
Type (program, project, activity, forum, events, etc.)	Organization (NGO)
Web Address	http://rigatechgirls.org
Administering Organisation	Riga TechGirls
Contact Details	rigatechgirls@gmail.com
Country of Origin	Latvia
Other countries participating	-
Partners involved	Twino, Microsoft, The Mill
Summary of initiative/good practice	Riga TechGirls is the first organization in Latvia devoted to helping girls and women learn the basics of computer programming and develop digital literacy skills that are valued in the information age.
Target Group	Girls and women of all age and all educational background.
Lessons learned relevant to WOMEN4IT	Riga TechGirls have given a valuable insight in employers' needs, and motivation and learning tactics to girls/women without previous experience in ICT field. As Riga Tech Girls have stated, one of the reasons girls are avoiding career in ICT is lack of role models and they are

	trying to solve this issue by telling their stories and inspiring.
Does it include gender perspective?	Yes
Added value of the initiative/good practice	Currently organization is working with Latvian auditory collaborating with other country organizations of similar nature (Like Vilnius Girls Code), but the main target audience is Latvian girls/women. As the main organizers say their main limitation currently is that they lack a connection between their trainings and employers – they cannot provide a full training circle as there is no clear pathway connecting training participants to potential employers.

11. YOUTH GUARANTEE

- Labor market Digital Skills needs Approaches to promote Women/NEETs employment
 Women/NEETs ICT skills training Stakeholders' involvement

Duration	1 st of June 2014 – 30 th of September 2019
Type (program, project, activity, forum, events, etc.)	Program
Web Address	http://viaa.gov.lv//lat/es_fondu_projekti/jauniesugarantija/par_jauniesugarantiju/
Administering Organisation	State Education Development Agency Republic of Latvia
Contact Details	Kristīne Balandiņa Phone: +370 67854764 E-mail: kristine.balandina@viaa.gov.lv

Country of Origin	European Union
Other countries participating	All EU countries
Partners involved	<p>Ministries: Ministry of Welfare Ministry of Education and Science (the MoE) The State Employment Agency Municipal social services Social partners and sectoral expert councils Agency for International Programs for Youth Municipalities Youth organizations</p> <p>Educational institutions participating in program:</p> <ol style="list-style-type: none"> 1. Aizkraukles Profesionālā vidusskola 2. Barkavas profesionālā vidusskola 3. Daugavpils Celtnieku profesionālā vidusskola 4. Daugavpils Tirdzniecības profesionālā vidusskola 5. Daugavpils Profesionālā vidusskola 6. Ērgļu Profesionālā vidusskola 7. Jaungulbenes Profesionālā vidusskola 8. Jelgavas tehnikums 9. Jelgavas Amatu vidusskola 10. Kuldīgas tehnoloģiju un tūrisma tehnikums 11. PIKC Liepājas Valsts tehnikums 12. Ogres tehnikums 13. Rankas Profesionālā vidusskola 14. Rēzeknes tehnikums 15. Rīgas 3. arodskola 16. Rīgas Amatniecības vidusskola 17. Rīgas Pārdaugavas profesionālā vidusskola 18. Rīgas stila un modes profesionālā vidusskola 19. PIKC "Rīgas valsts tehnikums" 20. Saldus Profesionālā vidusskola 21. Smiltenes tehnikums 22. Valmieras profesionālā vidusskola

	<p>23. Ventspils Tehnikums 24. Viduslatgales Profesionālā vidusskola 25. Malnavas koledža 26. VSIA "Bulduru Dārzkopības vidusskola" 26. VSIA "Rīgas Tūrisma un radošās industrijas tehnikums" 27. Priekuļu tehnikums 28. Dobeles Amatniecības un vispārizglītojošā vidusskola 29. Cēsu profesionālā vidusskola 30. Zaļenieku komerciālā un amatniecības vidusskola 31. Rīgas Tirdzniecības profesionālā vidusskola 32. Alsviķu arodskola 33. Rīgas 1. medicīnas koledža 34. Rīgas Stradiņa universitātes Sarkanā krusta medicīnas koledža 35. Mālpils Profesionālā vidusskola 36. Vecbebru Profesionālā un vispārizglītojošā internātvīdusskola</p>
<p>Summary of initiative/good practice</p>	<p>The Latvian Youth Guarantee Implementation Plan was presented in December 2013 and updated in April 2014. The scheme started in January 2014, targeting young people not in employment, education or training (NEET) aged 15-29 years. The Ministry of Welfare is in charge of establishing and managing the Youth Guarantee while the State Employment Agency (public employment service - PES) and the State Education Development Agency (SEDA) are responsible for implementation. Other main actors involved are the Ministry of Science and Education and municipalities, and youth organisations. The Latvian Youth Guarantee is fully funded by the Youth Employment Initiative (YEI). Young people can register via the PES, or via VET schools for participation in 2nd chance VET programmes. A dedicated website provides young people with information on relevant contact points and how to register.</p>
<p>Target Group</p>	<p>The main target group for the Youth Guarantee in Latvia are young people aged 15-24 (till the 25th year of birth), who after the registration at the State Employment Agency or gaining the status of Youth Guarantee client within the 4 month period can receive a good quality offer of employment, continued education, an apprenticeship or a traineeship.</p>
<p>Lessons learned relevant to WOMEN4IT</p>	<p>One of ways how Women4IT project could benefit with cooperation Youth Guarantee programs is the wide network of participants and stakeholders. The program is well known and respected, and cooperation could include as promotion channel. Program has great experience working with NEET – their experience and expert opinion would be of great value to Women4IT project.</p>

Does it include gender perspective?	No.
Added value of the initiative/good practice	-

12. WOMEN GO TECH

Labor market Digital Skills needs Approaches to promote Women/NEETs employment

Women/NEETs ICT skills training Stakeholders' involvement

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Duration	2017- ongoing
Type (program, project, activity, forum, events, etc.)	Program
Web Address	https://www.womengotech.lt/
Administering Organisation	„Global Shapers,, Vilnius HUB and association INFOBALT
Contact Details	info@womengotech.lt https://www.linkedin.com/company/women-go-tech/
Country of Origin	Lithuania
Other countries participating	-
Partners involved	BARCLAYS (https://www.barclays.co.uk/) Hella (https://www.hella.com/hella-com/index.html)
Summary of initiative/good practice	This mentoring program helps women and girls discover their talents and new opportunities, provides technological know-how, and encourages a brave career in the ICT area. Today, the program

	<p>has already counted 1,543 hours of mentoring, 3,500 participants and professionals worth over € 640,000.</p> <p>There are even 79 success stories that cover:</p> <ul style="list-style-type: none"> - retraining into the ICT area; - finding new work in technology; - career advancement in the technological position; - creation or development of TECH startup.
Target Group	Women and young girls who have already chosen an ICT sphere
Lessons learned relevant to WOMEN4IT	All of these girls who got into the program had their own mentors who helped them to keep working on their career plan and supported all the way to their dream job. The same may be applicable to the project. As the employers will higher girls, they can be their mentors at the same time and help them to reach their goals or dream job.
Does it include gender perspective?	Yes
Added value of the initiative/good practice	If you want to join a program, you already have to be involved into activities related with ICT sphere.

13. IT – FOR YOUR TOMORROW

- Labor market Digital Skills needs
 Approaches to promote Women/NEETs employment
 Women/NEETs ICT skills training
 Stakeholders' involvement

Duration	2012 - ongoing
Type (program, project, activity, forum, events, etc.)	Project
Web Address	https://www.langasiateiti.lt/index.php/en/projects/national-projects/509-it-fot-your-tomorrow
Administering Organisation	"Langas j ateitj"

Contact Details	Mobile: +370 616 04549 info@langasiateiti.lt
Country of Origin	Lithuania
Other countries participating	-
Partners involved	-
Summary of initiative/good practice	<p>The purpose was to encourage young people to gather more information about the needs at the Lithuanian labour market, to better understand the importance of e-skills in the always increasing demand in personal competences, and to get them acquainted with e-services and e-tools for improving their employability skills.</p> <p>At the events, experts like stockbrokers, architects, marketing managers, IT programmers, designers, etc. illustrated their professions to the youngsters. They also exposed their own success stories and motivate them to take up a particular career. As working for a project partner company is something very wanted among young people in Lithuania today, it has been expected that the experts have left a strong impression.</p>
Target Group	Young Lithuanians (16 – 24 y.o.)
Lessons learned relevant to WOMEN4IT	The organizations included schools and universities as their stakeholders just to make the project more sustainable and usable for the young people in Lithuania. All material was disseminated through all these stakeholders to schools and universities, so young Lithuanians still have opportunity to learn from the outputs of these projects and to plan their career while in school. Our project material may be spread the same way, for young people (not only women) to understand that the shortage of skills is very big and that ICT is not only programming.
Does it include gender perspective?	No

Added value of the
initiative/good practice

There was an age limit 16 – 24. However, the material is open
for everyone now.

14. NATIONAL YOUTH POLICY DEVELOPMENT PROGRAM LITHUANIA

Labor market Digital Skills needs Approaches to promote Women/NEETs employment Women/NEETs ICT skills training Stakeholders' involvement

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Duration	2015-2017
Type (program, project, activity, forum, events, etc.)	Program
Web Address	http://www.ldb.lt/jaunimui/naudinga/Puslapiai/Jaunimogarantijos.aspx
Administering Organisation	Department of Youth Affairs
Contact Details	https://jrd.lt/ info@jrd.lt
Country of Origin	Lithuania
Other countries participating	-
Partners involved	-
Summary of initiative/good practice	Particular attention is paid to the less empowered, less motivated youth, who, for various reasons, are unable or unwilling to engage in youth activities. Here, organizers would like to highlight a youth worker who knows the field of youth participation and politics to advise and accompany young people to implement their ideas (in project activities or events). Here a young person can learn more about participation opportunities, get information about where and what opportunities exist, get involved in decision-making, be targeting institutions or agencies that can help a young person meet his / her own challenges. Youth centers have infrastructure and various facilities for youth leisure and employment development, often involved in international activities. Different forms of support are available. Information and counseling is available online. An adult, an impartial person, such as a youth worker, a

	teacher, or another specialist experience and knowledge, young people can provide moral support, counseling. Training and other educational activities, young people can acquire the necessary competences.
Target Group	Young Lithuanian NEETs
Lessons learned relevant to WOMEN4IT	Organizers introduces social workers into the project who motivated young NEETs to reach their goals and start working. Reaserches showed that one of the main reasons why young NEETs are not working is because nost of them are from social risk groups and do not have motivation or support from the environment to start working towards a better future. We should also think about this problem and maybe include some psychologist or social workers to motivate young NEET women.
Does it include gender perspective?	No
Added value of the initiative/good practice	The project is just for young Lithuanian NEETs.

15. SMART WOMEN

- Labor market Digital Skills needs Approaches to promote Women/NEETs employment
 Women/NEETs ICT skills training Stakeholders' involvement

Duration	2016 - ongoing
Type (program, project, activity, forum, events, etc.)	Erasmus+ Strategic Partnership project
Web Address	http://smartwomenproject.eu
Administering Organisation	Malta Communications Authority
Contact Details	Mark Schembri Project Leader – mark.c.schembri@mca.org.mt
Country of Origin	Malta

Other countries participating	Latvia, Romania, Belgium, Lithuania, Cyprus, Spain.
Partners involved	<p>LIKTA – Latvia EOS – Romania All Digital – Belgium Langas I Ateiti – Lithuania Cyprus Computer Society – Cyprus Spain – Fundacion Dedalo</p>
Summary of initiative/good practice	<p>The Smart Women project aim was to design, disseminate and deliver a training programme specialising in Entrepreneurship and e-commerce targeting females. The course aimed at increasing the knowledge and competences of female entrepreneurs who are still starting up in electronic commerce and business and to improve the employment prospects or business opportunities for the participants.</p> <p>Complementary to this, the implementation of the project also focused upon the development of a virtual learning environment which facilitates future participation as well as enables accessibility for participants across Europe with different needs.</p> <p>The objectives of the project are to target inactive female’s individuals who would like to:</p> <ul style="list-style-type: none"> - Increase their knowledge on the importance of e-commerce in today’s competitive environment; - Have an opportunity to access a range of resources and tools specially made for women entrepreneurs who would like to start a business or have recently started a business.
Target Group	<p>Females with low or medium levels of education who:</p> <ol style="list-style-type: none"> 1. Are already in employment and would like to improve their ICT skills; 2. Inactive and would like to enter the workforce; 3. Have been long term unemployed.

Lessons learned relevant to WOMEN4IT	<p>The piloting could have been offered to more women, as not all women who signed up actually attended the training. It is ok to overbook courses as not all of them will show up;</p> <p>To actively involve more successful female entrepreneurs in the designing of the curricula to have a more effective training program;</p> <p>To include more practical scenarios which would help guide the project participants even better;</p>
Does it include gender perspective?	Yes
Added value of the initiative/good practice	This project had a small budget.

16. MATERNITY LEAVE FUND

- Labor market Digital Skills needs
 Approaches to promote Women/NEETs employment
 Women/NEETs ICT skills training
 Stakeholders' involvement

Duration	2015 - ongoing
Type (program, project, activity, forum, events, etc.)	A social measure which will help strengthen equal opportunities in the employment sector
Web Address	https://cfr.gov.mt/en/Employers/Documents/FSS%20Circulars%20and%20Updates/fss_maternity_fund.pdf
Administering Organisation	Office of the Commissioner for Revenue
Contact Details	Mario Borg - socialdialogue@gov.mt
Country of Origin	Malta
Other countries participating	None

Partners involved	NA
Summary of initiative/good practice	By means of the Maternity Leave Fund, employers in the private sector in Malta are entitled to a reimbursement of the salary of the 14 weeks maternity leave paid to their employees. For this purpose, private sector employers are obliged to pay a contribution for each employee to the maternity fund.
Target Group	Private Sector, Women at large
Lessons learned relevant to WOMEN4IT	This is a measure implemented by the Government of Malta not to discourage employers from selecting female employees in their recruitment process.
Does it include gender perspective?	YES
Added value of the initiative/good practice	NA

17. GUIDELINES TO INCREASE AND RETAIN WOMEN IN ICT

- Labor market Digital Skills needs
 Approaches to promote Women/NEETs employment
 Women/NEETs ICT skills training
 Stakeholders' involvement
 Promote women in the ICT sector
 Map current situation

Duration	2018 - ongoing
Type (program, project, activity, forum, events, etc.)	Policy
Web Address	https://bit.ly/2HdXjbY
Administering Organisation	Eskills Malta Foundation
Contact Details	Carmel Cachia - carmel.b.cachia@gov.mt
Country of Origin	Malta

Other countries participating	NA
Partners involved	Ministry for European Affairs and Equality
Summary of initiative/good practice	These guidelines are aimed at all stakeholders who may have concerns about the low percentage of women in the ICT sector. The relevant stakeholders can be small, medium and large enterprises together with NGOs, gender equity advocacy coalitions, the media, educators, career advisors, the government and decision makers. The introductory part of these guidelines provides a short summary of facts and statistics that describe some issues that women face in the ICT Sector and then suggests possible reasons why women are underrepresented in this area. The second part of the document provides guidelines that may be adopted for increasing and retaining women in the ICT sector.
Target Group	Women
Lessons learned relevant to WOMEN4IT	The way to increase and retain the number of Women in ICT is: <ul style="list-style-type: none"> 1. To change the perception of parents 2. Include Parents in activities 3. Acknowledge past parent mistakes 4. Familiarise children with ICT from a young age 5. Change the perception of the Media 6. The self-presentation of the ICT sector
Does it include gender perspective?	Yes
Added value of the initiative/good practice	The limitations are that this is a guideline document of good practices for SMES and enterprises and stakeholders, but it is up to them if they want to follow it or not.

18. GUIDANCE & OUTREACH FOR INACTIVE & UNEMPLOYED

Labor market Digital Skills needs Approaches to promote Women/NEETs employment

- Women/NEETs ICT skills training Stakeholders' involvement

Duration	2018 - ongoing
Valid/Active	YES
Type (program, project, activity, forum, events, etc.)	Publication
Web Address	https://cumulus.cedefop.europa.eu/files/vetelib/2018/guidance_outreach_Romania_Cedefop_ReferNet.pdf
Administering Organisation	Cedefop ReferNet
Contact Details	Authors: Elena Beatrice Cerkez, Dana Carmen Stroie, Ildiko Pataki, Zoica Elena Vlăduț
Country of Origin	Romania
Other countries participating	No
Partners involved	National Centre for TVET Development National Agency for Employment
Summary of initiative/good practice	The national reports developed by ReferNet partners reflect efforts done by Member States to reach vulnerable groups affected by unemployment and inactivity and help them reengage in learning and employment. The reports refer, in particular, to measures which may include young adults not in employment, education or training (NEET) and adults undergoing long term unemployment (LTU), given their persistence in many countries and the high challenges these groups face.
Target Group	NEETs, unemployed
Lessons learned relevant to WOMEN4IT	Identification of NEETs in Romania by: <ul style="list-style-type: none"> - Developing an Electronic Register of inactive young NEETs and the local intervention teams - Developing a Local support network
Does it include gender perspective?	No
Added value of the initiative/good practice	Future oriented, success not proven yet

19. LONG TERM UNEMPLOYED YOUTH: CHARACTERISTICS & POLICY RESPONSES

- Labor market Digital Skills needs Approaches to promote Women/NEETs employment
 Women/NEETs ICT skills training Stakeholders' involvement

Duration	2017 - ongoing
Type (program, project, activity, forum, events, etc.)	Policy analysis and initiatives
Web Address	https://www.eurofound.europa.eu/sites/default/files/ef_publication/field_ef_document/ef1729en.pdf
Administering Organisation	Eurofound
Contact Details	Eurofound, Wyattville Road, Loughlinstown, Co. Dublin, D18 KP65, Ireland + 353 1 2043100 information@eurofound.europa.eu
Country of Origin	EU
Other countries participating	EU 28
Partners involved	European Foundation for the Improvement of Living and Working Conditions UK
Summary of initiative/good practice	While the youth labour market has improved considerably since 2014, one legacy of the recent economic crisis is the large cohort of long-term unemployed young people, which represents nearly one-third of jobless young people. This report provides an updated profile of the youth labour market in 2016 and describes trends over the past decade. It explores the determinants of long-term unemployment, at both sociodemographic and macroeconomic levels. It also provides evidence on the serious consequences for young people of spending a protracted time in unemployment, such as scarring effects on income and occupation and on several dimensions of young

	<p>people's well-being. The report concludes with a discussion of selected policy measures recently implemented by 10 Member States in order to prevent young people from becoming long-term unemployed or, if they are in such circumstances, to integrate them into the labour market or education.</p>
Target Group	Young unemployed people
Lessons learned relevant to WOMEN4IT	<p>Despite improvements in recent years, Europe is still dealing with the consequences of the crisis in the youth labour market. In 2016, youth unemployment (those aged 15–24 years) was still above 18%, against 8.2% for prime-age workers (25–49 years) and 6.5% of older workers (50–64 years). As a legacy of the Great Recession, around one-third of young unemployed people in 2016 had been looking for a job for 12 months or more without success, corresponding to almost 1.3 million young people.</p> <p>Among those aged 15–24, there are more NEET women than men. In 2016, the EU NEET rate for young women in this age group was 11.9% against 11.3% for young men.</p> <p>In the wider age range (15–29 years), the gender gap among NEETs is larger. In the EU in 2016, the female NEET rate was 16.3% compared to the male rate of 12.2%.</p> <p>-</p>
Does it include gender perspective?	YES
Added value of the initiative/good practice	

20. CODETTE ROMANIA

- Labor market Digital Skills needs Approaches to promote Women/NEETs employment
 Women/NEETs ICT skills training Stakeholders' involvement

Duration	2016 - ongoing
Type (program, project, activity, forum, events, etc.)	Awareness and education initiative
Web Address	www.codette.ro
Administering Organisation	Codette Romania Association
Contact Details	hello@codette.ro www.codette.ro https://www.facebook.com/pg/codette.ro/
Country of Origin	Romania (2016)
Other countries participating	n/a
Partners involved	EveryGirl Everywhere, Smart Everything Everywhere, TechHub Bucharest, Adobe, Lenovo Foundation
Added value of the initiative/good practice	Codette is an association of women in the IT sector that promotes diversity and lifelong learning at all levels and creates opportunities for women to get involved in the tech sector. Current activities include: workshops (IoT4Girls, Codette Goes Mobile, GameLab Summer School), meetups (Codette Stories, Codette4Web), an annual conference (Codette Celebration Day), coding competitions (hub for Google Hash Code) and a grant for participating to international conferences (Codette Traveler).
Target Group	Women of and young women starting with high-school age (15 years old)

Lessons learned relevant to WOMEN4IT	Teaming up with large companies to promote relevant tech skills along with soft-skills and awareness rising.
Does it include gender perspective?	YES
Added value of the initiative/good practice	The featured technologies and education formats might seem less accessible to target groups with a disadvantaged background.

21. GirlsGetTech

- Labor market Digital Skills needs
 Approaches to promote Women/NEETs employment
 Women/NEETs ICT skills training
 Stakeholders' involvement
 Promote women in IT sector

Duration	2019 - ongoing
Type (program, project, activity, forum, events, etc.)	Event
Web Address	https://girlsget.tech/
Administering Organisation	Fundación Plan International España
Contact Details	Sonia.gonzalez@plan-international.org
Country of Origin	Spain
Other countries participating	Yes
Partners involved	Fundación Plan International España
Summary of initiative/good practice	<p>A global event, marked by the United Nations, to get girls to encourage us to choose careers and professions in the field of communication and information technologies</p> <p>Girls Get Tech is a forum born to connect women and girls who lead, innovate and undertake in the</p>

	ICT sector in a space where they can share experiences, tools and solutions to achieve equality in the technology sector
Target Group	Young women and girls Women working in the digital area
Lessons learned relevant to WOMEN4IT	The different sectors young women are interested for and the lack of women in the sector
Does it include gender perspective?	Yes
Added value of the initiative/good practice	The connection between women working in the digital area and girls and young women who want to study and work in that area.

22. WOMEN IN DIGITAL ECONOMY

- Labor market Digital Skills needs Approaches to promote Women/NEETs employment Women/NEETs ICT skills training Stakeholders' involvement
 Map current situation

Duration	2019
Type (program, project, activity, forum, events, etc.)	Event
Web Address	https://www.digitales.es/evento/mujeres-en-la-economia-digital-2018
Administering Organisation	Digitales – Spanish Association for Digitalization
Contact Details	ana.pons@digitales.es
Country of Origin	Spain
Other countries participating	No
Partners involved	Fundación Plan International
Summary of initiative/good practice	Presentation of the study "Women in the Digital Economy in Spain 2018". Analysis of the situation of gender equality in the digital field in Spain, collecting the most relevant data, recommendations for improvement and comparison with other EU policies.
Target Group	Women, young women and girls.
Lessons learned relevant to WOMEN4IT	Situation of women in Spain in the following areas: education, work environment, situation of women throughout the career in the digital world and leadership
Does it include gender perspective?	Yes
Added value of the initiative/good practice	Information related the situation of young women in Spain

23. TOGETHER FOR THE EMPLOYMENT INITIATIVE

- Labor market Digital Skills needs Approaches to promote Women/NEETs employment Women/NEETs ICT skills training Stakeholders' involvement

Duration	2012 - valid
Type (program, project, activity, forum, events, etc.)	Programme
Web Address	https://juntosporeempleo.cclearning.accenture.com/web/guest/inicio
Administering Organisation	Accenture
Contact Details	alejandra.gail@accenture.com
Country of Origin	Spain
Other countries participating	No
Partners involved	Fundación Plan International España
Summary of initiative/good practice	Initiative promoted by Fundación Accenture together with different social entities, business and public organizations. It is an interesting practice for new digital tools implementation that have improve social projects and collective practices monitoring and evaluation.
Target Group	Vulnerable collective
Lessons learned relevant to WOMEN4IT	The objectives seek to facilitate new forms of collaboration of the company agent in the employment / self-employment ecosystem by providing their business knowledge or economic contributions in collective solutions, establishing common languages with the third sector and putting into practice new ways of collaborating with that sector

Does it include
gender
perspective?

Yes

Limitations of
initiative/good
practice

Currently, the objectives have led to the development of 22 solutions, mostly digital, to put them at the service of social organizations in an open and free way to improve job opportunities for the most vulnerable groups in society.

24. SAPE'A PROGRAM

- Labor market Digital Skills needs Approaches to promote Women/NEETs employment Women/NEETs ICT skills training Stakeholders' involvement

Duration	2015 - ongoing
Type (program, project, activity, forum, events, etc.)	Project
Web Address	http://sapea.org/
Administering Organisation	Fundación Plan International España
Contact Details	sonia.gonzalez@plan-international.org
Country of Origin	Spain
Other countries participating	Paraguay
Partners involved	Fundación Plan International España
Summary of initiative/good practice	Improvement the social and economic conditions of 8,000 adolescents and young people between 15 and 24 years old in Paraguay.
Target Group	Young people
Lessons learned relevant to WOMEN4IT	How to work with young people and the companies
Does it include gender perspective?	Yes
Added value of the initiative/good practice	Teaching of a total of 25 professional training courses that have increased the possibilities of employment and self-employment Once the training is completed, the young people can choose between practicing what they have learned in labor practices, through agreements with about 30 local companies, or starting their own business.

The companies, if they are satisfied with the work of the young people, will offer them a one-year work contract, while around 200 business plans will have an initial financing