

COLLECTION OF GOOD EUROPEAN PRACTICES FOR YOUTH AND SOCIAL ENTREPRENEURSHIP

The collection was produced as a result of PR2 Research and analysis of good European practices and is intended for young people, youth workers, and other professionals working with, young people



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Introduction

The collection was made as a result of studies and analyses of European Best practices of young people for entrepreneurship and social entrepreneurship. The planned research is aimed at finding EU good practices and experiences for young people to learn new techniques, programs, and know-how in the field of social, civic, and intercultural competencies, media literacy, and critical thinking, as well as combating discrimination, segregation, racism, bullying, and violence. The international interaction between our organization and the project partners will allow us to reach the European dimension in working with young people and involving more and more citizens in youth activities. By increasing our personal knowledge, skills, and competencies, our experts will be able to participate in the social dialogue more effectively and at a higher level. Through international cooperation, we could expand the scope of our activities from national to European and enrich our work with new and fresh good practices, ideas, and ways of implementing them. Based on the project research, a methodology and a pilot course were developed.

Research methodology: Document survey

The document research was based on available data sources, including the project partners' databases, and other documents — publicly available or provided by interested parties. Its focus is on the best-published practices in Bulgaria, Greece and Turkey. The research focused on social, civic, and intercultural competencies, media literacy and critical thinking, and combating discrimination, segregation, racism, harassment, and violence: Using successful examples and role models will encourage young people to be more confident and active. The research content is

designed to help experts and youth workers expand their capabilities with best practices and innovations. The need to exchange knowledge, opportunities, and competencies is conditioned by the desire and motivation to reach European levels and standards. The needs are identified in the process of work during consultations, seminars, trainings, and a survey conducted among the young people with whom we work. The development of personal qualities will lead to the improvement and optimization of youth work, prevention of social exclusion, and personal improvement. The biggest challenge at the moment is the ways to increase knowledge, the exchange of practices is a sure success for active social inclusion and quality youth work.

Information about the project

Project 2021-1-BG01-KA220-YOU-000028703 Youth Challenge, with the financial support of the Erasmus+ program

Project period: 01-11-2021 - 01-11-2023, 24 months

Leading organization - "Follow Me" Association - Bulgaria,

Partner 1. Paisius Hilendarski - Greece,

Partner 2. Kotsaturk training and consulting – Turkey

The project is aimed at promoting active citizenship, initiative of young people, and youth entrepreneurship, including social entrepreneurship. This is planned to be realized through the actions of the Youth Challenge project, which promotes inclusion, diversity, equality, gender balance, and non-discrimination in education, training, and youth activities.

Aims for the project:

-Promotion of entrepreneurship training and social entrepreneurship among young people.

-Promoting the development of social, civic, and intercultural competencies, media literacy, and critical thinking, as well as combating discrimination, segregation, racism, harassment, and violence.

-Improving access, participation, and learning outcomes of disadvantaged learners, reducing disparities in learning outcomes. The goals of the project ensure the active participation of young people in public life and the opportunity to promote the quality of youth activities.

Activities:

1. Project management and implementation.
2. Transnational project meetings in each partner country.
3. Results of the project.

Study of good European practices for entrepreneurship and social entrepreneurship among young people.

-Methodology for the development of basic skills and key competencies for social dialogue, youth, and social entrepreneurship.

-Pilot course - module for young people to learn new techniques, programs, and know-how in the field of social, civic, and intercultural competencies, media literacy, and critical thinking, as well as the fight against discrimination, segregation, racism, harassment, and violence.

4. Short-term staff training - practice in Greece for 14 experts from Bulgaria.

I. Research of successful practices for social and youth entrepreneurship

Social enterprise is a popular term across Europe that characterizes a wide range of structures and organizations that develop economic activity with the aim of achieving social impact. Nowadays, the dynamics of market development and socio-economic relations require the creation of hybrid forms to fill market niches and intervene where the state cannot fulfill its commitments. The main thing that distinguishes social enterprises from traditional market entities is that they do not redistribute profit, have collective management, and solve various social problems. Social entrepreneurship and the social economy as concepts allow the creation of alternative models for carrying out economic activity, which is market-oriented and at the same time integrates all participants of the free market - workers and employees, employers, investors, consumers, etc. By popularizing the concept of social entrepreneurship, for the first time, it began to talk about business activity oriented not only to maximizing profit but also to achieve results related to the well-being of the entire community and certain disadvantaged social groups. The main differences between social enterprises and traditional businesses are:

- It is important to know that a social enterprise is not a project, but a business, i.e. economic.
- An activity that has a dual nature.
- Entrepreneurship with a Pronounced Social Effect.

Social enterprise activities are usually in areas not particularly attractive to business due to expected low profits and slower return on investment. In business, the main goal is profit, but the social effect remains more or less on the periphery. The opposite is the case in a social enterprise, where the social effect of the activity plays a major role. It can manifest itself in various forms, for example:

A social enterprise is a business with a leading social purpose whose surplus is reinvested back into the business or community rather than being driven by the need to maximize profit for capital owners or shareholders.

A social enterprise is collectively managed and the profit is not redistributed but invested in social activities. Social entrepreneurs combine market and public resources with the main goal of maximizing social benefits for the community.

In traditional business, we have a limited number of owners, profit is redistributed among the owners, and only private resources are used. Here, the main goal is profit maximization, investment of the generated income to support the target groups, participation of a part of the target groups in economic activity, and creation of employment.

Social entrepreneurship provides goods or services unattractive to traditional business to disadvantaged people. Social entrepreneurship creates opportunities for professional and social integration, creates social added value, and saves social costs. In other words, the main goal of social entrepreneurship is not to generate profit at any cost but to achieve a balance between generating income and achieving a pronounced social effect. The financing of the social enterprise is mixed: it can use market resources - income from its own economic activity or service contracts, as well as non-market resources - grant funding and donations.

Social entrepreneurship as part of the social economy

Social entrepreneurship is part of the wider social economy, or the so-called third sector, which includes all those organizations that are not part of the public or private sectors. This third sector consists of associations, charities, churches, clubs, community organizations, cooperatives, mutual aid societies, non-profit organizations, trade unions, etc. The role of social entrepreneurship, in particular

social enterprises, is to enhance the development of the social economy and provide local resources to offer social services to vulnerable groups who need support for independent living.

Benefits of social entrepreneurship for the economy

Just as organizations in the social economy have different goals, the benefits of their activity are in two directions - economic and social. The social benefits are commensurate with the integration and employment of disadvantaged people, with the contribution to the process of social inclusion and creation of social capital. The most serious economic indicator of the benefits of the social economy is the saved public funds for social benefits, as well as the additional funds to offset the social cost of long-term unemployment. At the same time, the economic value created in the social economy also represents a significant benefit to the state. An additional economic effect of this type of organization is its flexibility and ability to mobilize resources of different origins – market and non-market resources, voluntary labor, and public support.

Social entrepreneurship and social enterprises in Bulgaria

In 2002 Counterpart Int. - Bulgaria has started the implementation of a program for the creation and support of social enterprises with funding from the American Agency for International Development. This was the first purposeful use and introduction of the term "social enterprise" in the public space in Bulgaria, which caused interest among non-profit organizations and local communities. Within the framework of the program and in the period 2002-2006, campaigns were carried out for the promotion of social entrepreneurship as a mechanism for social inclusion, employment of disadvantaged groups, and a strategic opportunity to increase the capacity of those leaving social services. A positive result of the

campaign was the definition of a social enterprise and social entrepreneurship, which would reflect the existing practice in Bulgaria and the specific features of social enterprises. For social entrepreneurship, the core idea of the mission is to create and sustain social value. This is the core that distinguishes social entrepreneurs from others, even socially responsible enterprises. It must address social issues or not need private markets or government intervention. For the social entrepreneur, the social mission is of primary importance. It is a mission of social improvement that cannot be limited to creating private benefits for individuals. Making a profit, creating wealth, or serving the wants of customers may be part of the model, but they are also meant to be a social goal, not an end in themselves. Social entrepreneurs seek a long-term social return on investment. They think about maintaining a positive impact on society.

Social innovation as an effect of social entrepreneurship

Social innovations are new strategies, concepts, ideas, and organizations that respond to certain social needs of society. To be perceived as innovation, the process or result must meet two criteria:

The first is innovation. Although innovations do not necessarily have to be original, they must be new to the user, applied in a new context, or in a new sphere of public life.

The second criterion is refinement. To be considered an innovation, the process or result must be either more efficient or more efficient than available alternatives.

Community-based planning: This social innovation allows communities to plan and develop systems that create solutions for specific local needs, using their expertise and local resources.

Emissions Trading: The Emissions Trading Program addresses pollution issues in a global context. It limits the amount of certain pollutants that can be emitted into the environment.

Social change as an effect of social entrepreneurship

Social change is a profound change in the social order of a society. It may involve changes in social institutions, social behavior, or social relations. It refers to the essence of the understanding of social progress or sociocultural evolution, the philosophical idea that society moves forward through the instrumentality of dialectical or evolutionary change. Social change can be driven by cultural, religious, economic, scientific, or technological forces. It is carried out with material or non-material resources, considered as investments for social development. Examples of significant social changes that had a long-term impact include the Industrial Revolution, the abolition of slavery, and the feminist movement.

Entrepreneurial spirit, an expression of social entrepreneurship

Entrepreneurship consists of personal characteristics in work and life that cannot be explained by mindset alone. They are formed as an internal trait of the character and give uniqueness to the personality. They develop into individuals who have a genuine desire for great achievement and are ready to defy any barrier to the achievement of their chosen meaningful goals. There are five indicators that indicate that certain individuals possess an entrepreneurial spirit.

- They create the mission of their work: Social entrepreneurs are oriented toward their work and the problems they want to solve. Socially oriented individuals. They deeply deal with socially useful topics and aim to solve them. When employees are committed to their work, they act enthusiastically to fix any problem that stands in their way.

- Social entrepreneurs are always looking for a way to create social benefits. People don't usually think about how everyday activities could be done in a better way, but for social entrepreneurs, it's a must. Their focus is on improving the daily lives of others and they are empathically oriented towards the social effect for others. Social entrepreneurs aren't afraid to buck the trend to improve what they think can be done better.
- They approach all possibilities with optimism. Social entrepreneurs are optimistic by nature. They traditionally ask themselves different questions because they are the first to perform a job or solve a problem, instead of being bothered by thoughts that they are not capable and will not cope. Usually when starting a business, the odds are against them and they really need their optimism to overcome the obstacles in front of them.
- They take a calculated risk. Social entrepreneurs are risk-tolerant in nature. However, they are not adventurous, they do not jump blindly into action. They work without supervision and are flexible, quick, and decisive.
- They do what they set out to do. Any idea is useless if it is not implemented. Social entrepreneurs understand very well that the execution and achievement of the planned results are decisive for the business.

A social entrepreneur is an interesting person who accepts the challenges of society. His personality is built not only by aspiration for a career in social entrepreneurship but also by solidarity towards social problems, towards vulnerable groups, to which special attention should be paid. The most popular qualities of a social entrepreneur are:

Creativity: A social entrepreneur usually thinks outside the box of conventional thinking. His mind has the ability to process information differently to find innovative solutions where others see no possibility of change.

Confidence: Social entrepreneurs are confident in their work, follow their intuition, and take actions that so many others are afraid to try. Self-confidence is a key factor in the success of social entrepreneurs. Self-confidence becomes a prerequisite in an uncertain external environment and in situations where others are unwilling to act because they do not see prospects for certain projects.

Persistence: Persistence is an essential quality of a social entrepreneur. As a rule, he never gives up, and this is a key factor in his success. A social entrepreneur tries harder than others to make the world a better place to live.

Leadership: Social entrepreneurs are effective leaders who have the ability to attract others and draw them to their cause. They lead the process of implementing social innovation and are committed to community change in a sustainable way.

Team spirit and solidarity: Social entrepreneurs collaborate and integrate different ideas to create solutions that meet the needs of as many stakeholders as possible. Cooperation with all stakeholders is an important quality for the successful completion of a social project, and team spirit is also essential.

Adaptability: The ability to adapt to a rapidly changing world and find solutions where others see only problems is one of the key points for any social enterprise. Being a social entrepreneur means being the bearer of innovative solutions adapted to the world's most pressing problems.

Service, Community, and Social Organisations: Voluntary organizations that help by donation, practical involvement, or by raising funds for other organizations. The activity of this type of social entrepreneurship is oriented towards the idea of providing services and resources. These organizations concentrate on providing local voluntary aid, self-help, or mutual aid.

Health-oriented organizations: These are organizations aimed at improving health and alleviating health problems. Examples of this type of social

entrepreneurship are services offered to support a healthy life, offering health goods and services.

Family, children, and youth organizations: These organizations include programs for social activity aimed at the social inclusion of young people who have fallen out of society. This type of social entrepreneur focuses on family, child, and youth welfare and development.

Organizations working with women and minorities: Some of the problems to which this type of entrepreneur is directed are problems faced by women such as the protection of human rights, employment rights and equality, and assistance in social, cultural, and environmental development.

Poverty and humanitarian aid: Organizations in this area are focused on advocacy for low-income families, socially vulnerable groups from poor areas, and groups aimed at preserving historic buildings and neighborhoods, and preserving cultural heritage.

Environmental organizations: These organizations work to protect the environment. Social entrepreneurs in this field are oriented towards changing the consciousness of society to change their thinking about nature and the environment with approaches such as recycling, separate collection of waste, and adopting the consumption of zero-waste goods.

Corporate responsibility in social entrepreneurship

The broadest definition of corporate social responsibility refers to the relationship between corporations and society. Corporate social responsibility is a concept where companies integrate social and environmental considerations into their business operations and into their interactions with their stakeholders on a voluntary basis. Corporate citizenship includes the social responsibility of businesses and the extent to which they meet the legal, ethical, and economic

responsibilities established by business. The aim is to create higher standards of living and quality of life for the communities that surround them and still underpin the profitability of the stakeholders. The demand for socially responsible corporations continues to grow, encouraging investors, consumers, and employees to use their individual power to have a negative impact on non-social factors. A sustainable business is one that is concerned with the social, environmental, and economic impacts associated with its current and future operations, and the ability of the business to meet current needs while ensuring long-term survival for itself and others. Ideally, a sustainable business seeks to have a positive social, environmental, and economic impact.

The social impact of a sustainable business includes such elements as business practices and policies related to working conditions, diversity in the hiring of associates, career opportunities for women and minorities, non-discrimination, and the provision of affordable health care and other necessary benefits. In addition, the social impact includes monitoring compliance with basic labor and social rights of the individual, compliance with anti-discrimination practices, and social inclusion. As a result of what has been written above, it can be summarized that social entrepreneurs have a different approach to the problems they seek to solve. In addition, it is important for social entrepreneurs to be able to manage activities that require a high level of social skills and motivation of the work team. Successful social entrepreneurs create sustainability by creating financial turnover from activities that require good relationships such as sales and marketing, creating new sources, etc. However, social entrepreneurship is more of a social process than a profit-oriented business. Financial income should be considered as one of the tools used to achieve the main goal, namely the resolution of a certain social problem. As a consequence, the results of social entrepreneurship are clarified after a longer period of time compared to traditional business entrepreneurship.

II. **Review of good European practices in the field of youth work, youth activity, and youth employment (experience from Turkey)**

The concept of entrepreneurship is the ability to find innovative business ideas to meet an emerging need or problem and to use existing resources to achieve goals. Youth entrepreneurship is carried out by people who are involved in an entrepreneurial process for the first time or who have just started a business and are in the young age group. In recent years, as in the whole world, young entrepreneurship in Turkey has recently been considered a strategic area. However, social entrepreneurship activities, which aim to achieve social transformation and generate social value by developing projects on many different topics, are also advancing as an important factor in the development and increase of social welfare of countries. In recent years, as in the rest of the world, Turkey has been trying to tackle the problems that can be solved with creativity and innovation in the ecosystem of entrepreneurship, social entrepreneurship, and social innovation (Mair and Marti, 2006). On the other hand, in recent years there has been an increase in the number of programs, competitions, and events in which those who want to find solutions to such problems participate. The concept of entrepreneurship is the ability to use existing resources to achieve goals by finding innovative business ideas to meet an emerging need or problem. When examining the literature on the concept of entrepreneurship, it is seen that many definitions of the concept have been made. In the most general of these definitions, an entrepreneur is defined as a person who takes all kinds of risks and produces goods or services according to the needs and requirements of the environment. Entrepreneurship, on the other hand, can be defined as a process that encompasses all activities for the efficient use of resources and existing capacity. In the world and in Turkey, there is no generally accepted definition of young and young entrepreneurs. It can be said that directing young people to entrepreneurship, preventing unemployment, and increasing employment are

among the most stressed issues, especially in developing countries with high youth populations. The concept of social entrepreneurship, on the other hand, can be defined as a solution-oriented gathering of individuals and sections of society for problems that affect society. Social enterprises come to the fore very often around the world and they are structures created by people who create and maintain sustainable systems as a vital goal for the social needs of societies until the problem is solved. The main objective of the concept of social entrepreneurship is to produce social value. The economic fluctuations faced by the countries of the world are reflected in the levels of unemployment, the state of development, the constant change of economic indicators, and the economic, social, and psychological conditions of people and their relationship with technology. As a result, the concept of entrepreneurship has become a concept that has been highlighted and given importance, especially in recent years (Efeoğlu et al. 2016). Considering the reasons for the spread of entrepreneurship both in the world and in our country recently, the importance and benefits of entrepreneurship in all respects are newly understood. Youth entrepreneurship is a topic for researchers, academics, and business development experts, but it has also become a major concern for developing countries (Med and Lukyamuzi, 2019). The main tasks performed by entrepreneurs are to produce new products and services, develop new production methods, find new resources, and enter new markets. There are many types of entrepreneurs. Among them, youth entrepreneurship is the entrepreneurship realized by people who are involved in an entrepreneurial process for the first time who have just started a business, and who are in the young group of 18-35 years old as a demographic characteristic. An entrepreneur can be defined as a person who identifies a need, transforms it into a business idea, and creates a commercial enterprise by taking the necessary risks. Taking the risks necessary for intervention can seem challenging and frightening to people at a young age. Today, it is known that young people have

the power and courage to make a big contribution to the global economy and create new ventures. It seems impossible in today's environment to expect most young people to consider spending their entire lives and careers in one job or workplace. Although youth entrepreneurship is an under-researched area, we can say that the main reason why it is gaining attention is that youth unemployment levels are increasing around the world. Youth unemployment is one of the main social and economic challenges to be overcome globally in the last decade. Unemployment is said to increase globally between 28-33 years. On the other hand, the unemployed represent a significant pool of unused economic resources, which reduces the potential for production and economic growth. To solve this problem, entrepreneurship is seen as a tool for well-educated young people to discover their talents and gain business acumen. It is common to think that the most successful new business ventures come from the young, even the very young. It is generally believed that young people pay less attention to current thinking and are therefore more natural and innovative. Young people have more time and energy because they do not have family responsibilities, such as responsibilities for children and providing for the family. It can be said that the idea that young people will be more talented and successful in entrepreneurship is dominant. The impressive life stories of young entrepreneurs around the world are seen to propel them to success. The number of young people who had to leave school due to economic difficulties and impossibility and then start a new business with a group of friends is significant (Yilmaz, 2014). Global economic conditions require young people to enter the labor market with a set of entrepreneurial skills and attitudes, including the ability to take initiative, solve problems critically, and communicate effectively, which can help them succeed in any business or industry. It's important to be career-ready by learning these and other skills that are part of an entrepreneurial mindset. As a result, entrepreneurial thinking has become key for many organizations interested in preparing youth for the future

(Bruton, Ketchen, & Ireland, 2013). There are many European Union programs and entrepreneurship network projects that provide resources and opportunities, encouraging young people to entrepreneurship. The European Confederation of Young Enterprises and the European Confederation of Young Entrepreneurs are the two main organizations that aim to speak on behalf of young people and encourage them to participate in economic and political life. There are programs and network activities that directly finance young entrepreneurs or regional organizations working to promote youth entrepreneurship and support self-employment from the European Social Fund, the European Regional Development Fund. Launched in 2010 as part of a strategy to reduce youth unemployment by increasing the education and employability of Europe's youth, the European Social Fund program is funded by the European Social Fund and the European Regional Development Fund across Europe, including the Youth in motion ". The working method of this program is to create international mobility among young people to work, study, train, and find a job in Europe and to coordinate discovery and action policies at the European and national levels. The components of the Erasmus Young Entrepreneurs program are specifically aimed at young people with the skills to start or run a small business in Europe. It aims to transfer knowledge and business ideas to new entrepreneurs through the work of experienced entrepreneurs. Youth entrepreneurship strategies aim to support the entrepreneurial activities of young people to accelerate regional economic growth. It is organized in competitions that aim to introduce students to business life, such as the "Competition for European Student Initiatives". Some programs offer their services over the Internet. For example, the "Youth on the Move" program, which offers an online service to connect young people who want to study with opportunities for education, scholarship, and internship in another country, the "Youth at Work" program (Youth@Work) also contributes to international mobility and information exchange among young people (Gökbunar,

Aktaş and Kargin, 2018). The aim of these organizations, networks, and programs is to create pan-European knowledge and training networks on youth entrepreneurship at transnational, national, and local levels, to exchange knowledge, experience, and best practices between young entrepreneurs, to promote cooperation, to conduct research on youth entrepreneurship, to review regional policies through the preparation of cross-border exchange programs. There are also numerous organizations and initiatives that seek to support students and graduates to integrate them into the labor market and entrepreneurial activities such as "EntEx", led by young entrepreneurs who are 18-30 years old in Europe. The concept of social entrepreneurship should not be confused with social responsibility. Because although both concepts support each other, they are very different from each other (Taş and Şimşek, 2017). While social responsibility involves studies focused on how organizations' decisions will affect society, social entrepreneurship involves large-scale studies focused on completing social responsibility activities. Social entrepreneurship refers to practical, innovative, and community-oriented approaches that focus on changing or improving socially induced conditions that impoverish people (Şirin, Bilir, & Günseli, 2018).). In this context, one of the complementary characteristics of social entrepreneurship is finding sustainable solutions to social problems that have arisen at the global, national, or regional level, quickly recognizing social problems and cooperation, solidarity, and brainstorming among different parties to solve them (Mohan Bursalı, ve Axel, 2016). It has been argued that social entrepreneurship is subject to semantic confusion in many different definitions (Trexler, 2008). The lack of a common definition or meaning of the concept is one of the biggest obstacles to the progress of scientific research on the topic (Dilber, 2021). Many definitions have been presented by scholars related to different disciplines such as accounting, economics, entrepreneurship, and political science (Hancıoğlu and Tekin, 2018). Despite the multitude of definitions and the confusion of meanings,

the characteristics that distinguish social entrepreneurs from ordinary entrepreneurs are clearly emerging. The dominance of the social mission should be felt, social entrepreneurship organizations should have a clear and established social purpose. This means that social entrepreneurs develop products and services that directly respond to basic human needs that cannot be met directly by existing economic or social institutions (Seelos and Mair, 2005). Its difference from normal entrepreneurship is that social entrepreneurs have priority in the creation of social value, while entrepreneurship is a necessary condition to ensure the financial viability of the creation of economic value (Ercan, 2016). It has been stated that the goal of a for-profit firm is to create superior value for its customers, while the primary mission of a social entrepreneur is to create superior social solutions for its customers (Short, Moss, & Lumpkin, 2009). There are currently no research findings on differences in the spread of social entrepreneurship between countries. Although several viewpoints were presented, no meaningful data were provided to support these viewpoints. Social entrepreneurship is expected to be at a higher level in developed countries because social entrepreneurship is an activity that deals with social problems such as poverty, environmental problems, corruption, lack of education or health services, and war that have not been adequately addressed by the state or civil society. On the other hand, a different view is that due to larger social problems, people should pay more attention to survival and therefore find themselves in a context that favors normal entrepreneurship over social enterprises, i.e. the financially profitable. For this, it is necessary to expand and develop social entrepreneurship in developing countries (Seelos and Mair, 2005). When examining the literature, it should be noted that social entrepreneurship is a new concept and there are many gaps that need to be explored and developed. Research on normal entrepreneurs in developing countries has only recently reached a certain level. For this reason, it is emphasized that it is normal to have fewer social entrepreneurs in developing

countries (Smith and Stevens, 2010). Despite all the opportunities, it can be said that young entrepreneurs or young candidates face more obstacles and as a result, the number of young entrepreneurs is low (Kayalar and Ömürbek, 2007). Recently, the difficulties faced by young people in finding quality work or starting their own business have been recognized and explored. Despite positive signs of economic growth in developing countries, youth unemployment and job shortages are at the top of the ongoing and growing challenges. Turkey, as one of the countries with the youngest population in the world, must pay particular attention to overcoming these challenges. Turkey, which has a young and dynamic population, should look for ways to make the most of this potential by qualifying these people and educating them in the best way for entrepreneurship. Youth entrepreneurship is shaped by an individual's socio-economic and cultural background. Family, patterns of social behavior, quality and level of education, and general economic conditions can positively or negatively influence the development of an individual's entrepreneurial spirit and entrepreneurial qualities (Zahra et al., 2009). In response to the lack of formal employment opportunities, most young people in Turkey turn to the informal sector and seek work in micro-enterprises or barely start their own small businesses. Broadly speaking, the most important and common challenges that hinder the employment and creation of micro-enterprises are:

1. **Businesses that do not grow and cannot progress:** The growth rate of these businesses is very low. Although many entrepreneurs in this industry have the strength and energy to succeed, their businesses are in poor shape due to barriers such as poor access to credit and limited good management practices. Enterprises in these sectors do not have the potential to create opportunities for more youth employment and entrepreneurship and to create new enterprises.

2. Lack of talent and knowledge: Businesses in emerging industries have difficulty recruiting and retaining staff with the right skills and behaviors to be successful as employees. One of the biggest hurdles for entrepreneurs experiencing growth is finding staff they can rely on with their talent and knowledge to get a great job done.
3. Lack of support for budding entrepreneurs: Young people who enter the informal sector as budding entrepreneurs do not have the necessary knowledge (knowledge, experience, mindset, etc.) to be successful in their ventures. The lack of experienced and knowledgeable supporters to guide and support young people in entrepreneurship is one of the issues that need to be addressed (Arshed, Carter, & Mason, 2014; Buchert, 2014; Hayes & Richmond, 2017).

One of the main obstacles facing entrepreneurs in Turkey is the lack of public incentives. However, the main obstacles facing youth entrepreneurship are a lack or insufficiency of entrepreneurship education, young people lacking sufficient capital, lacking the necessary skills and responsibilities, lacking a business idea for an enterprise, and lacking family and environmental support (Buchert, 2014). Even if young people have entrepreneurial education, they may not turn to entrepreneurship because of obstacles they are unaware of or do not consider. The share of entrepreneurial youth varies across countries due to differences in barriers and opportunities and labor market conditions. Due to differences in each country's historical development, such as social, economic, technological, and political structures, factors explaining entrepreneurship in one country may not hold for other countries. Young people in developed countries are more likely to have higher levels of entrepreneurship. In addition, developed countries with labor markets with opportunities for paid employment may have fewer incentives for entrepreneurship and therefore have low levels of entrepreneurship. Despite

all this, the social perspective toward youth entrepreneurship is also a determining factor (Yüksel, Cevher, and Yüksel, 2015). Looking at the entrepreneurial activities of young entrepreneurs, it can be seen that they generally have different approaches and different types of business, as well as their tendency to have similar characteristics. It can be said that young entrepreneurs generally prefer small businesses to adults. Enterprises run by young people are seen to be concentrated in some sectors such as construction, information, and communication technology companies, where entry into the sector is easy and barriers to low capital requirements are low, and they tend to focus on narrow product groups. Accordingly, many young entrepreneurs focus solely on local markets simply because they are familiar with and lack knowledge of opportunities in other markets and how to take advantage of them (Mosey, Noke, & Binks, 2012). As a result, young people are seen to be facing factors that prevent them from transforming their business ideas into projects that will bring them to life. The main barriers are social attitudes, lack of skills, insufficient entrepreneurial education, lack of work experience, lack of social networks and connections, and market barriers (Alan, 2020). Young people are influenced by their families, teachers, and all social stakeholders. Important role models such as parents and teachers are often unaware of entrepreneurial needs and opportunities. This lack of awareness leads to a lack of encouragement of entrepreneurial activities or even negative social attitudes that hinder youth entrepreneurship. It is still debated that education and training programs are not sufficient to acquire and develop entrepreneurial attitudes and skills, but they prepare students for paid employment despite some developments in this area (Osterbeek, Van Praag, and Ijsselstein, 2010). Previous business and entrepreneurial experience is an important determinant of business start-up and entrepreneurial performance. Young people often lack the human, financial, and social capital needed to start and successfully run a

new business. As such, they may lack the skills needed to set up or manage their business. Entrepreneurs with greater financial resources are more likely to be successful. In other words, young people are disadvantaged. Because banks apply a number of parameters when evaluating loan offers, such as credit history, past business performance, and collateral, it is more difficult for them than adults to obtain external financing. Young people likely have limited business networks and work-related social capital (Sönmez, Arıker, & Toksoy, 2016). This may have negative consequences for the establishment and operation of their business. Market barriers also affect youth entrepreneurship very strongly. Financial markets may be biased in favor of youth entrepreneurship. It is equally important to note that the above barriers are interrelated; this refers to the need for a set of policy tools rather than a one-size-fits-all solution.

III. Examples of successful social entrepreneurs

SOCIAL TEAHOUSE – this is a social entrepreneurship providing jobs for young people who grew up in institutions. Varna, Bulgaria
<http://thesocialteahouse.bg/>

Social Teahouse is a social enterprise that provides an opportunity for disadvantaged young people who have grown up in institutions to apply their social skills, work, and build independent lives. The teahouse is an alternative venue for various events. The Social Teahouse is a social enterprise established in 2014 in Varna. It aims to provide a first job and mentorship for young people who grew up in homes for children deprived of parental care in Bulgaria and to offer them the opportunity for an independent lifestyle. In 2015, the Social Teahouse officially opened its doors as an alternative social space where young people with limited access to the labor market can get job opportunities. Various cultural events, seminars, exhibitions, business meetings, and private parties for children are held in its multifunctional premises. It also offers a mobile tea house.

The idea is based on three basic points:

1. A mentoring program that helps young people develop social and communication skills, knowledge of their civil rights and obligations, and emotional intelligence.
2. Practical training in the tea room, where the trainees receive professional competencies in customer service.
3. A first workplace that helps young people have a chance to work and improve their quality of life.

BULGARIAN FOOD BANK - is a socially oriented entrepreneurship to fight hunger through the utilization of suitable food.

www.bgfoodbank.org

The Bulgarian Food Bank (BFB) is the first organization in the country that collects, stores, and distributes donated food with a limited shelf life, observing all food safety standards. BFB was launched in 2012 at a time and place when the concept of food banking was, until then, virtually unknown. According to recent data, between one-third and one-second of the food produced in the world is thrown away. In our country alone, more than 670,000 tons of food is wasted every year. At the same time, 1.58 million Bulgarians live in poverty or suffer from food shortages. This amount can provide enough food for all Bulgarians in need for a period of 15 months. BFB offers a solution for both unutilized food and a direct impact on the habits of local communities. BFB stores still good food that is sorted, fresh, and of good quality and has lost its market value because it is not in perfect commercial condition or for various logistical, technological, or marketing reasons it cannot be sold. The food bank is the most effective model for food recovery. Every day, 1 ton of donated food is received, stored, and distributed to thousands of people who suffer from malnutrition, cannot afford good quality food, or are below the poverty line and socially excluded vulnerable groups. To reach the end user, the food bank relies on its network of collaborators from civic organizations and other social entrepreneurs across the country who work with socially disadvantaged families and individuals, orphanages, and homes for the elderly. All the resources needed for the daily operation of the food bank are provided through donations or at a symbolic price - storage, transport services, volunteer work, and pro-bono services.

HOPe SOAP- is a social enterprise that started in March 2012. As its business is manufacturing soaps. The business idea of this entrepreneurship is very suitable

for young people who, due to various factors, cannot be realized in the labor market, but have the potential to be successful in this venture. This activity engages their time in productive activities, giving them a sense of usefulness, developing their problem-solving skills, and enabling them to generate income. The production process is suitable for the intellectual and physical abilities of young people. The combination of creativity and a routine sequence of activities helps develop their psycho-social skills and habits in a safe environment. The soap is made from ready-to-use ingredients, fragrances, and colors. The soap workshops provide activities to disadvantaged young people and generate funds to support the “Opportunity House” program.

NETWORK OF BREAD HOUSES – inspiration through making bread.
Bulgaria, www.breadhousesnetwork.org

The Bread House Network creates and unites hubs for community building, creativity, and social entrepreneurship, with the mission to inspire people and communities to discover and develop their creative potential and collaborate through collective breadmaking and the accompanying arts and sustainable environmental education. Bread houses are of two types: community cultural and social enterprises - bakeries that train and employ disadvantaged people, while also serving as a socio-cultural center (the first such bread house that serves as a model for their "social franchise" is located in Gabrovo, Bulgaria). The programs of the bakery network include various initiatives:

- "Bread Therapy" program tailored for small groups of people with various special needs;
- Bread Breaking Boundaries lifelong learning programs;
- Team building program "Bread Building";
- Children's program "HedgeHope";

- Program for environmental and nutritional education;
- Global Grain Bank

"Bakers Without Borders" is an innovative, non-competitive educational game for all ages and cultural backgrounds, uniting people from all walks of life thanks to the unique power of bread as a universal symbol of sharing. With three sub-games, it can be applied as a social business model and a guide for lifelong therapy and transformative learning. A percentage of all revenue from the game's sales is donated to the bakery network to support social programs for free therapy sessions on baking with people with disabilities and trauma in Bulgaria and other countries.

EYES ON FOUR PAWS - is a social entrepreneurship to train guide dogs to improve access for blind people. Bulgaria,

<http://e4p-bg.com/>

There are 200,000 blind people in the Balkans, including 18,000 blind Bulgarian citizens. "Eyes on Four Paws" is a foundation that runs a school for the professional training of guide dogs for blind people. The guide dog school of the "Eyes of Four Paws" foundation has existed since 2001 and so far has trained 56 dogs that are currently helping their visually impaired owners. Since 2013, "Eyes of Four Paws" has been a member of the International Federation of Guide Dogs. The foundation won first prize for the best business plan in a national competition for social entrepreneurship. The foundation offers paid dog training, with the proceeds being used for their social mission. The ongoing public campaign helps attract donors and assistants who care for future guide dogs while they are still young. Over time, the Four-Paw Eyes team comes to the conclusion that just having a guide isn't enough; in fact, hotels, banks, restaurants, and other institutions often deny access to their premises to disabled people accompanied by dogs, despite legal prescriptions. For this reason, the team launched the Open Eyes campaign, aimed at encouraging companies and institutions to cooperate.

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BETEL BULGARIA – social entrepreneurship for the resocialization of addicts through occupational therapy. Bulgaria,

www.betelbulgaria.org

"Betel" is an International Christian Association for helping people suffering from all kinds of addictions. The goal of "Betel" is to reach the most needy, dependent people rejected by society. The center in Bulgaria was established in 2004. So far, it has helped more than 2,800 addicts to start a new life and return to society. People who have joined the program have risky behavior. For at least 18 months, they live permanently in sheltered housing and participate in a program of treatment and resocialization. Occupational therapy is an essential element in the program, through which the participants feel productive, their work gives them meaning and purpose, and they acquire professional and social skills. Along with individual and group therapy, program participants maintain the house, grow vegetables, and cook. After completing training to repair old donated furniture, they participate in a workplace rehabilitation program. It helps them feel productive, and develop work habits, professional skills, teamwork, mutual trust and respect, and skills for reintegration into society. The center is self-supporting by offering services - repair of wooden furniture, transport, construction, office and house cleaning, moving services, second-hand furniture and clothing store, gardening, etc. In 2012, Betel's business plan was awarded second prize in a competition for social enterprises.

Women's Social Cooperative "O SOFRAS" - Livadi Elassonas, Larissa, Greece,

<http://o-sofras.gr/>

The women's social cooperative "O SOFRAS" was founded in 2002 to draw attention to the excellent quality of local products. The location of the association

is in the village of Livadi in Mount Olympus. In carrying out the difficult task of establishing the cooperative, the women members are subsidized by the OAED and the Ministry of Rural Development and Food, Greece. The cooperative received support from the local community. From the beginning of its activity until today, the social women's cooperative in Livadi has developed activities covering the entire spectrum of production, processing, and marketing of agricultural products. The association maintains the restaurant "Sofras" in the center of the village. The purpose of members participating in these events is their continued education and promotion of the cooperative.

MUSES PIERION - traditional pasta and pastries. Muses Pierion – Katerini, Greece1,

<http://musespierion.gr/>

The procedure to create the social cooperative enterprise "Muses Pierion" started in May 2011. 20 unemployed women and 10 female volunteers decided to take action against the economic crisis using innovation and solidarity. The founding objectives of the social cooperative society "Muses Pierion" are:

- Promoting social assistance through the production of goods or the provision of collective social services, utilizing profits for more jobs and business expansion,
- Promotion of the solidarity economy,
- Promotion of the concepts of cooperation and innovation

The main goals of the social cooperative "**Muses Pierion**" are:

- Creating jobs for unemployed women in the production of homemade and traditional products,
- Promotion and commercialization of local agricultural crops (kiwis, strawberries, cherries, etc.),

- Support of local tourism.
- Support of the local economy

The main products of the social cooperative "Muses Pierion" are traditional pasta, traditional jams, and sweets.

PORTARIA - Revival of Grandma's Recipes. Portaria Women's Social Cooperative Enterprise - Portaria Pelion, Greece,

<http://portaria-pelion.gr/>

The women's social cooperative enterprise "Portaria" operates throughout the territory of the Magnesia region. Founded in March 1997 by women from the local community who wanted to give new life to old recipes that aged for years and thus revive the local culinary tradition. At the same time, these women make sense of their free time, contributing to the family income. Today, the cooperative has 35 members. The women work daily in the cooperative's two kitchens. They prepare a large number of traditional sweets, drinks, pasta, and other foods with natural local products, without preservatives. The cooperative also provides catering services for social and professional events in the Volos area.

YIAM - online store for homemade food. Yiam – Agia, Larissa, Greece,
<http://yiam.gr/>

Yiam is a social enterprise located in a small town near Larissa that sells handmade homemade food products such as jams, sauces, preserves, and pickles through the e-store. The business uses unique and high-quality local fruit to create and sell exceptional products and has now earned its own loyal clientele.

YIAM's motto is that housework develops many useful skills, including communication and emotional intelligence. One can learn a lot from a household. Home economics is essential not only at home but also in the enterprise.

DINKSY – design studio. Dinksy – Cieszyn, Poland, www.dinsky.com.pl

Graphic and design studio Dinsky is an enterprise established in 2013 by the social cooperative "Parostatek". It was created by a team of young people who have the ability to create visual identities for brands and products, illustrations, infographics, and storyboards. They specialize in visualizing data, processes, and instructions. Dinsky also offers services for visual thinking and sketching during conferences, presentations, and training. Dinsky's core principle is to listen to customers' needs.

They simply connect their talents with business needs and achieve common goals. The core of the team is young women, most of them returning to the labor market after maternity leave. This social cooperative helps them combine professional work with childcare. This is made possible by flexible working hours, part-time work, or telecommuting.

OWOCNI Social Enterprise - fresh juice for a healthy day. Owocni, Przedsiębiorstwo sociale, Głowno, Poland, www.owocni.org

The social enterprise is focused on producing fresh juices and organizing juice bar events. They offer juices through individual orders for businesses and for bulk sales. Thanks to their presence during various events and conferences, the organization has the opportunity to present its products and innovative approach to healthy living and the benefits of consuming fresh juices and discovering new tastes. Local products are used and thus local farmers are supported, which is a consequence of social entrepreneurship. In addition, during workshops aimed at both children and adults, Owocni promotes a healthy lifestyle. Participants learn the principles of cooking raw food and the principles of preparing healthy products.

SEMAFOR – specialized therapeutic support for children and adolescents with developmental disorders. Fundacja Centrum Wspierania Rozwoju "SEMAFOR", Sieradz, Poland, <http://fundacjasemafor.pl/>

Centrum Wspierania Rozwoju SEMAFOR Foundation is a young organization established in Sieradz that provides assistance to children and adolescents with developmental disorders, emotional behavioral disorders, and other developmental disorders. The main goal of the organization is to facilitate access to professional diagnostics and specialized therapeutic support. The team consists of qualified and experienced therapists full of optimism, passion, and energy for action. The foundation's activities are divided into two main elements.

- private psycho-pedagogical clinic
- a private kindergarten for children with developmental disorders, in particular children with autism, requiring an individual approach and a comprehensive impact on the various areas of development

SEMAFOR conducts diagnostics and offers many services for children in need of help. The services offered cover, for example: intellectual potential and level of cognitive function (memory, attention, perception, assessment of the child's psychomotor development, or diagnosis of sensory integration problems). In addition, their parents can find various workshops and therapeutic services that support the development of their children.

DOM NA ZDROWIU – a private day center and occupational therapy for adults suffering from dementia and memory problems. Dom na Zdrowiu, Łódź, Poland, <http://domnazdrowiu.pl>

The main activity of the social cooperative "Dom na Zdrowiu" is the management of a private daycare center and the provision of occupational therapy for the elderly. It is designed to help older people improve their quality of life, mainly

targeting older people who suffer from memory problems due to, for example, dementia. The elderly are assisted by a professional team. It offers comprehensive care, with a particular emphasis on therapeutic activities to improve memory and affect the maintenance of good mental health and the organization of cultural and creative events allowing the expression of feelings. A psychologist also takes care of the participants.

FOOD FOR GOOD – stimulating young people from orphanages through the production of kurabia. Fundacja Robinson Crusoe, Warsaw, Poland, <http://www.fundacjarobinson.org.pl>

The Robinson Crusoe Foundation provides comprehensive support to young people from orphanages, deprived of parental care and raised in foster families, at risk of social exclusion. For more than 15 years, the Foundation has been developing practical empowerment programs that support young people for their social inclusion in society.

MAMO PRACUJ FOUNDATION - support for mothers who want to work. Mamo Pracuj Foundation, Cracow, Poland, <http://mamopracuj.pl/>

The Internet portal Mamo Pracuj ("Mom, work!") is an initiative of the Mamo Pracuj Foundation. This is the answer to the work-life balance problem among young mothers who have fewer opportunities to work after having a child. The idea of the portal is based on the own experience of its founder. It is nationally recognized and has more than 100,000 monthly unique users. The project is aimed at women who would like to return to the labor market or develop their competencies in the field of entrepreneurship. It aims to achieve social change. The foundation mainly focuses on:

- Provide a virtual meeting space between job seekers and employers hiring mothers

- promotion of business on the principle of mothers for mothers
- sharing interesting ideas for own business
- motivation for action
- publication of expert articles
- articles on legal provisions affecting parents
- creation of a national community of active mothers

TOUCAN BOX - creative projects for parents with small children. ToucanBox - London, UK, www.toucanbox.com

ToucanBox is a personalized arts and crafts subscription service that provides creative projects for parents with young children. As a mother with young children, Virginia Charles-Deer came up with the idea of creating a set of activities designed to entertain children. After developing a prototype and getting his daughter's approval. ToucanBox was launched in 2012. The company's business plan is focused on the importance of creative play in the early years of children's development. The business idea for founding this entrepreneurship came from analyzing the need for quick access to materials for handcrafting various items to be delivered to the customer's door.

4ECO - Renewable Energy - Lincolnshire, UK

In just over two years, Lincolnshire entrepreneur Jodie Huggett, along with her two co-founders, have built a green energy business that has generated sales of over £3 million. Her startup 4eco creates the ImmerSUN device, which conserves self-generated energy in the home by redirecting it to appliances. Her early achievements were recognized in 2014 when she received the Women in Business award at the annual Startup Awards.

REBEL KITCHEN – transforming the UK's approach to food, health and sustainability. Rebel Kitchen – London, UK, website:

<http://rebel-kitchen.com/>

Tamara Arbib wants to transform the UK's approach to food, health, and sustainability. With the charity The A Team Foundation behind in 2010 to educate people to eat healthier, Arbib leads the healthy food mission at home through his startup Rebel Kitchen. Launched by her and her husband in 2014, Rebel Kitchen offers a variety of vegan drinks. Most impressively, Arbib has achieved all this within two and a half years.

ENGAGE AND CREATE - improving the quality of life of people with dementia,

<http://www.engageandcreate.com/>

Engage & Create is a non-profit organization established in 2013 dedicated to improving the quality of life for people with dementia and their carers. Their participation in art discussions offers a safe space for people to express their views and beliefs, allowing for participation in intellectual activity and opportunity for personal growth. During the sessions, participants exchange ideas and share personal experiences that stimulate long-term memory. As well as having the benefit of gaining new ideas and insights about others, these sessions are also a means of making connections between individual experiences and the world at large. Built on Montessori methods that focus on the strengths and abilities of the individual, this positive approach to caring for people with dementia is a source of creativity and comfort for them and their carers. As well as a great cognitive experience, these sessions are a fun, friendly, and creative way of social interaction and can take place in all phases of dementia.

ACCESS2BOOKS - printing books for the visually impaired,
www.access2books.org

Access2Books is a charity founded in 2013 whose mission is to ensure that everyone has access to books. This means that regardless of whether the person is literate, anyone can use the service. The social service has no age limit, it is aimed at any age that loves books. Access2Books takes the UK's most popular children's books and turns them into accessible books for people who are blind, visually impaired, or dyslexic. The books are available in dual type, ie. in giant print (75 points), with Braille, and are illustrated with specially adapted images accompanied by descriptions. All books are handmade. The design enables adults and children to read together, thereby contributing to the formation of educational and social relationships that are vital to children's early language learning, confidence building, and social interaction skills. The organization works with local libraries, teachers, and schools for the blind, as well as secondary schools, book distributors, individuals, and families.

BUSINESS MOM - social entrepreneurship school for single mothers, Happy Moms - Brasov, Romania,

www.happymoms.ro

In the last 5 years, more and more young single mothers are willing to stay at home to run their own businesses as a compromise option for family care. Business Mom aims to help single mothers with training, mentoring, motivation, and marketing of their new business. They also have the opportunity to promote their new business through the Business Mom Club - a business network for female entrepreneurs. The program is rolled out within a year, starting with a competition for business ideas, and the jury consists of businessmen and professors from the University of Transylvania in Brasov. Upon completion of the program, new businesses are encouraged to become sponsors for the next edition of the program and offer mentoring assistance to the next generation of mothers who want to become entrepreneurs. Single moms become a close-knit

community not only to share ideas on how to grow their business and encourage each other but also a friendly group for emotional support to solve personal problems. The chance they have to build a new professional life and relationships with other women with the same personal and professional problems also helps to develop local communities and the local economy. By 2017, there were 10 startups, each year increasing their customers and profits

MAMAPAN – a bakery created by single mothers. MamaPan – Bucharest, Romania,

www.mamapan.ro

MamaPan Bakery is a social entrepreneurship project of CPE - Center for Partnership and Equality, an NGO supporting women's rights and gender equality. MamaPan Bakery was established in 2014 with the aim of supporting single mothers of many children who face social exclusion, difficulties in finding work, and lack of financial resources. In addition to providing necessary support to mothers, the bakery offers high-quality products to the community. During the project, 14 single mothers benefit from free 10-week certified vocational training to become bakers, which ends with an exam, and then 7 mothers work in the bakery. Busy mothers also receive free training through special workshops on making sourdough bread. MamaPan Bakery also has a donation program, with many of its products being donated to families and children in need. The campaign "Pâinea este dar. Daruieste pâine zdravoasă" ("Bread is a gift, darú healthy bread") is a socially responsible initiative that is carried out in partnership with private companies.

AMBASADA - social enterprise and cultural entrepreneurship. Asociația CASA PLAI – AMBASADA – Timisoara, Romania,

www.plai.ro/ambasada

AMBASADA is a brand of the CASA PLAI association, which is a social enterprise developed after 9 years of experience as a PLAI festival that unites and generates projects, sustainable growth, and strong representation for NGOs and the creative sector, as it also hires young people from the reception system or disadvantaged and disabled people. AMBASADA is a cultural and conceptual space that unites not only the non-profit community but also the creative one, in its quest to generate new projects and impactful solutions. The cultural and resource center is equally interesting to the corporate sector as an alternative space for learning and inspiring employees, connecting with the local community, solving issues important to it, and creating much-needed dialogue. AMBASADA acts as a stand-alone cultural hub that offers free training infrastructure, inspirational sessions, concerts, music rehearsals, film nights, art installations, and much more, connecting independent artists and building a strong creative community. AMBASADA's mission is to strengthen the active local community through art, cultural, and non-profit action to make direct change and create legislative and local policies to support and build capacity for its sustainability. The values that drive AMBASADA are based on the responsible action of each individual, their valuable unique perspective that must be preserved in a truly diverse community, the power of an active and present community, and last but not least the creative and social importance of culture in our lives. AMBASADA is the first cultural transformation of an industrial site, social enterprise, and cultural center and the first in Romania to be part of the network.

IV. Sharing the experience of successful European practices in the fields of youth workers

A youth worker is a broad term covering a wide range of activities of a social, cultural, educational, environmental, and/or political nature by, with, and for young people, in groups or individually. Youth work is carried out by paid and voluntary youth workers and is based on non-formal and informal learning processes centered on young people and voluntary participation. A youth worker is fundamentally about working with young people and the societies in which they live, facilitating the active participation and inclusion of young people in their communities and in decision-making. Youth work plays an important role in the personal and social development of young people, their participation in society, and the transitional stages they go through. It is aimed at all young people, including those who are less engaged in society and/or with fewer opportunities, whose full social participation is at risk due to individual or structural disadvantages or discrimination. Youth work enables young people to learn about and practice universal values such as human rights, gender equality, inclusion, solidarity, tolerance, and justice. Youth work is a distinct field and represents an important environment for informal and informal socialization. The youth worker as an activity is aimed at the individual needs and requirements of young people and at the direct resolution of the challenges they face in modern society. A key component of youth work is the creation of safe, accessible, open, and autonomous spaces in society, as well as a favorable environment for young people. The participation of young people in the planning and implementation of youth work is essential to ensure that organizations, programs, and activities respond to and match their needs and aspirations. The youth worker, performing his activity, contributes to the motivation, socialization, and commitment among young people and thus promotes the preparation and implementation of challenges faced by young people:

- The youth worker and youth worker must continue to respond to changes in society and the daily life of young people, to new knowledge and at the same time be actively inclusive and offer equal opportunities to all young people. A common basic understanding and common principles need to be developed. It is also necessary to have safe, accessible, open, and autonomous spaces for youth work, to apply new methods and innovations in practices, and to analyze trends and new developments. In view of global trends, the youth worker is always aware of new developments and the support of society is of particular importance for his development.
- Competences are an important element for the continuous development of youth work. Quality education and training and practical support for youth workers are a prerequisite for promoting the recognition and validation of youth workers' competencies. Access to the right information, setting an example of constant learning, motivates young people to continue their professional realization.
- Reliable practice in the field of youth work must be promoted in society, and its quality must meet the expectations and requirements of this field and society, and be consistent with the nature, self-esteem, and professional practices in this field, in order to ensure that the role and importance of youth work and the results it achieves are recognized outside the field itself. To meet these demands, the quality of youth work must also be improved, monitored, and evaluated.
- Strengthening links between society and youth workers should be developed in the direction of young people's needs and internal cooperation should be encouraged, including links between youth work service providers and youth policymakers, as well as cooperation with other sectors.

- Crises and opportunities: The youth worker constantly faces fundamental challenges and must adapt to overcome unpredictable market crises and take advantage of opportunities. The very resilience of the youth labor market was threatened by the COVID-19 pandemic. Restrictions on social contact have had a serious impact on the way youth work operates and therefore on young people.

The youth worker personifies the professionally fulfilled person who works directly with young people, a young person and performs functions aimed at realizing the main goal of his work - stimulating the development of their personal capacity. The youth worker profile consists of three components: functions, competencies, and requirements

- The functions of the youth worker are to set an example to other young people, to produce utility for himself and society, and to develop and produce value from the results of his work. The example of the youth worker contributes to and stimulates the personal development of young people by motivating, counseling, and encouraging them, and preventing their social exclusion from the community.
- Competences are an invariable part of general professional training, which must be constantly subject to reinvestment since the demands of the market are extremely changing and the adequacy of the professional value of the young person must meet the requirements. The professional development and realization of the successful young worker is a reflection of the functions in terms of organizing and managing his work, aimed at collecting and analyzing necessary information, monitoring activities, recruiting resources and their management, organizing and holding events, training, and campaigns.

- The requirements are a bilateral informal contract between the youth worker and the labor market. By entering as a worker in the market, the young person needs to maintain a level of professional competence in order to meet the requirements, i.e. the market must meet the requirements of the young person in terms of pay, working hours, and attractive occupations. By ensuring a connection with the institutions for the protection of youth interests, the youth worker acts as an active part in the process of developing and improving the principles and services for the youth.

Among the most important qualities of a youth worker is his ability to adapt to the dynamics of needs and strive to be up-to-date with youth issues. In addition, in order to successfully carry out his work, he must possess personal and professional qualities such as empathy towards the needs of young people and high motivation to solve complex problems and conflicts. The responsibility of his activity requires him to possess a set of leadership, organizational, and management skills in order to be able to successfully and efficiently allocate and recruit resources, direct processes, and develop and implement projects. The youth worker must also have knowledge of European and Bulgarian legislation and have a good language and financial culture.

1. Good European practices for youth activity

France

The Seine-Saint-Denis area is a very difficult area with a large proportion of young people, many of whom are unemployed and/or living in poverty. In order to have truly representative local and departmental youth councils, it was decided to mobilize all young people for the council elections. First of all, young people and local youth authorities were actively involved in all steps of the process. Second, municipal representatives held meetings with young people in their local communities and engaged in meaningful dialogue with them. To encourage participation and avoid stigmatization, both the meetings and the elections themselves were often combined with music or sporting activities open to all young people, not just those from disadvantaged backgrounds.

Italy

Five municipalities have delegated youth policies to the Unione Terre di Castelli Youth Policy Office, which decided to involve young people, especially those with fewer opportunities, as well as youth groups and NGOs, in shaping activities for young people. This led to the creation of a youth advisory body (Consulta Giovanile) to make young people's voices heard by local decision-makers. Consulta Giovanile continues to change the approach to organizing activities for young people and to fight against discrimination and exclusion. For young people with fewer opportunities, participation is a step towards their successful integration into society. To succeed, engagement strategies must be tailored and shaped alongside them.

Ireland

Established in 1969 by the non-governmental organization Foróige and supported by the Department of Education and Science and corporate sponsors, the tsb Foróige Ongoing Youth Citizenship Program aims to help young people develop the values and skills of good citizenship. Club members study their area and take action to improve the community. The program is open to all young people, with an emphasis on young people with fewer opportunities, including young people at the end of life. It is based on:

- Awareness: Young people identify the problem they want to solve and decide what to do.
- Action: they organize and plan their actions themselves with the help of a professional.
- Evaluation: they discuss what they learned and what the community gained from the project.

Sweden

The Blue Hill Youth Centre, a meeting place for 250 young people of foreign origin, uses peer education to make young people responsible for others by conducting and participating in several sports, music, and dance activities. The method is based on the participation, responsibility, and unlimited capacity of individuals. This project is an example of how it is possible to work in a non-formal learning process with young people with fewer opportunities, reaching their levels and supporting them in developing their talents.

Germany

The project Qualification of Young Leaders of Migrant Youth Organizations encourages young migrants to play an active role in society and in associations. Through various trainings, camps, and projects at the federal and regional level, as well as through seminars of 50-60 young people or thematic workshops of 25

people, they receive informal education and training that is useful for themselves as individuals and in their role as leaders of youth organizations. The program gives young migrants the theoretical and practical methods and knowledge necessary for their participation not only as youth leaders but also as decision-makers and program managers

2. Practices in favor of young workers in the European Union

In general, the conditions for young people in the European Union offer freedom and security, as opportunities for professional realization and success. But unfortunately, many inequalities still exist. Due to insufficient professional qualifications, not a small number of young people find a job that does not meet their needs in the labor market. The social exclusion of young people needs to be overcome and this can be done by exchanging good and successful practices that will lead to some solutions to overcome the main social problems. It is about facilitating their participation in the labor market. In order to connect with socio-economically disadvantaged young people, it is necessary to build relationships based on trust.

The National Youth Service in Luxembourg, the Youth Worker Program in Ukraine, the Juleica card in Germany, and KEKS in Sweden – to promote quality in youth work practice. Each of these thematic examples reflects different aspects and approaches in the promotion of quality practice: a national agency in Luxembourg; the responsible ministry in Ukraine; national validation in Germany and cooperation in a network between municipalities in Sweden.

National Youth Service - Luxembourg Youth work in Luxembourg consists of work provided by paid youth workers in open youth work centers at a local level

and voluntary youth work provided mainly by volunteer youth workers in youth organizations. In general, youth work is based on non-formal and independent learning processes, focused on young people and on voluntary participation. The goals of youth work include: promoting the social integration of young people; organization of entertainment activities; and promoting political participation in a democratic society. The 2017 Grand Duchy Regulation for the introduction of a national framework for non-formal education for children and young people sets out the objectives of youth work in Luxembourg.

Organizations and services that offer youth work are defined by the Youth Act revised in 2016. The Act distinguishes between three types of structures: Organization de jeunes (effectively youth clubs run by young volunteers); Organization en faveur de la jeunesse (organizations that focus on specific youth issues where youth work is a supporting factor); and Service pour jeunes (open youth work offered by local youth centers). In Luxembourg, there is no legal framework for the professional recognition of youth workers. The professional training of youth workers varies from teachers with a high school diploma in fields such as education or health to a bachelor's or master's degree in fields such as education, social sciences, or psychology. The Bachelor en sciences sociales et éducatives offered by the University of Luxembourg also cater to students who wish to work with young people.

The Youth Worker Program aims to develop the capacity of young people and NGO volunteers to empower and train them with the necessary skills to enable them to actively participate in their communities. The program seeks to change the conservative approach to youth development by promoting good international practices and non-formal learning. The start of the program was in 2014 and coincided with a change in terminology from 'youth work' to 'youth participation'.

As a result of the reforms, youth work now largely involves training for youth workers and the development of local youth work and employment initiatives. The target groups of the program are young people who do not have permanent employment and those from youth non-governmental organizations.

The program has three components:

Basic (24 hours) – Consists of modules on a wide range of topics: youth policy, organization of youth work, project management, mechanisms for partnership between governmental and non-governmental organizations, and development of personal competencies of youth workers.

Specialized (24-40 hours) – For those who have completed basic training. Specialized training topics can be defined by participants and include Project Management in Youth Work, Civic Education for Youth Workers, Involvement in Youth Centres, Volunteer Management, and Healthy Lifestyles for Youth.

Training of Trainers (40 hours) – For participants who have completed basic training and wish to organize training for others. Graduates of the program receive a licensed state certificate for organizing training with the support of the other partners in the program.

Germany

The legislative framework for youth work in Germany is Book Eight of the Social Code - Child and Youth Services, also known as the Child and Youth Services Act, which came into force in 1991.

Youth work in Germany is based on the principle of "volunteering" and is focused on the needs and interests of young people in areas such as extra-curricular education; youth work in sports and schools; working with youth at the entertainment and international level; counseling and information; and support for voluntary youth service providers and youth-led organizations; as well as support

for socially excluded youth and people with disabilities. Youth work is generally seen as a practice-oriented field of action. There is no precise definition of youth work and it is not a recognized profession. The academic background of youth workers is usually in sociology, social pedagogy, or educational sciences. Youth work, as a course of study, can be included in social work or social pedagogy programs. There is no validation system to recognize non-formal education and learning acquired through youth work. There are large regional differences in youth work in Germany. Youth work, as part of youth policy, falls within the competence of the federal provinces, with the federal government formulating broader goals and ensuring coherence. At the local level, statutory youth services, voluntary youth associations, social assistance services, churches, and non-governmental organizations operate, support, and provide youth work. Although there are no specific requirements in terms of quality standards at a national level, the legislation indicates that youth work services should reflect the interests of young people, who should also have a say in their design, and that services should help educate young people of self-determination skills and motivate them to take social responsibility and engage with social issues. Accordingly, youth-led participation is a central feature of youth work in Germany, where youth group leaders play a significant role.

In 2009, a catalog of minimum requirements for youth leaders in Germany was adopted. The federal states also set additional quality standards regarding aspects such as the length of training. Anyone who has completed training to the applicable standards can apply for a Youth Leader Card. Juleika is a national standardized card that serves as proof of qualification and also shows the social recognition of voluntary work. Juleika card holders are officially recognized as meeting the quality and qualification requirements for voluntary youth work. The card can also be used as authentication and legitimacy to practice as a youth leader for public bodies such as information and advice centers.

Prescribed Juleica training content includes:

- tasks and functions of the youth leader and ability to lead a group;
- goals, methods, and tasks of youth work;
- legal and organizational aspects of youth work;
- psychological and educational foundations of working with children and youth;
- dangerous situations for young people and problems of child and youth protection

In addition, it is recommended that current issues related to young people and youth work, such as participation, gender roles and gender mainstreaming, migration, and intercultural competencies, international youth exchange, and association-specific issues, should also be included in the educational standards. The provider must also ensure that applicants, who must be 16 years of age or older, have the necessary maturity to fulfill the role and responsibilities of a youth leader.

Although there are national minimum standard requirements and some conditions are the same everywhere, there are also country-specific regulations and conditions.

In Bavaria, there is a particular emphasis on quality assurance and some learning content is considered "compulsory", including:

- teaching leadership skills and group pedagogy in theory and practice
- methodological skills
- planning and implementation of activities based on practical examples
- structures of youth work
- value orientation of youth organizations
- legal and insurance matters

- prevention of sexual violence
- sexual culture and health
- cross-cutting issues such as gender mainstreaming and intercultural competencies

In Brandenburg, training is divided into basic training, which includes the objectives of youth work and youth social work as defined by law; the legal basis for youth work; group training; life situations of children and young people; project management; and communications and conflict. In Hesse, the focus of training is on working in and with groups; supervisory duty, liability, and insurance; organization and planning; developmental process in childhood and adolescence; life situations of children and young people; and the role and self-image of youth leaders. Juleica is valid for a maximum period of three years, after which it can be renewed, provided the applicant has taken part in further education and training. Since its inception in 2009, over 300,000 Juleica cards have been issued to date. Across the country, there are over 100,000 youth work volunteers who have a valid Juleika, while many other youth leaders have completed the necessary training but have not applied for the card. Over 60% of youth leaders are between the ages of 16 and 25. Youth leaders are involved in over 90% of all youth work programs and organize over 50,000 holiday camps annually, as well as operational seminars, group sessions, and other activities.

KEKS – Sweden

There is no legislative framework or national policy for youth work in Sweden. The concept of youth work tends to be associated more with leisure activities that take place in leisure centers and youth organizations. In this context, youth work is broadly seen and interpreted as promoting capacity building and learning for young people in youth organizations, leisure activities, youth clubs, and other informal settings at a local municipal level. At the local level, the work with the

youth is financed by the respective municipalities. Sweden has 290 municipalities with local authorities. Municipalities have a considerable degree of autonomy, due in part to their ability to raise revenue through local taxation, and can therefore largely finance their own activities. Municipalities are also responsible for matters related to youth policy in areas such as education, employment and training, health, social care and services, and culture and leisure. The voluntary sector plays an important role in providing recreational activities at a local level as well. In addition, most municipalities have recreation centers aimed mainly at 13- to 16-year-olds, or youth cultural clubs for up to 25-year-olds. The Swedish Agency for Youth and Civil Society supports youth organizations by 6 distributing state grants. According to the Ordinance on state aid for children and youth organizations, the purpose of these aids is to support the independence of children and youth organizations. The Ordinance defines the formal requirements and conditions that organizations must meet. Applications for grants can only be made by non-profit youth organizations that are voluntary, and independent, respect the ideals of democracy and promote equality and non-discrimination. Most staff working in recreation centers or youth cultural clubs are trained recreation leaders with a diploma in youth work after a two-year vocational training program at national high schools. All public high schools with a recreation director program follow a common curriculum plan. Schools can also implement a self-assessment system to improve the quality of education, as well as membership of SeQf - the Swedish Qualifications Framework. Karlskoga Folk High School offers distance learning for those who have no training but have been employed as youth workers in the leisure sector for at least three years. Previous work experience is recognized as experience and an integral part of the training program. There are over 3,500 recreation leaders in Sweden, most of whom work in recreation centers and some in youth homes. Many of them are in temporary employment and are usually relatively low-paid. The lack of legislation and undergraduate education

led to a relatively low professional status. In Sweden, there are no national-level quality standards or competence frameworks for youth work. Municipal authorities decide whether and how youth work is evaluated at the local level. Peer learning initiatives for quality assessment in youth work were undertaken by KEKS and the Youth Work Research and Development Center. KEKS is a network of about 60 members and 7 organizations, mainly municipal administrations responsible for youth centers, youth homes, and youth projects, which aims to establish and build common goals and a common quality assurance system. The network has developed a quality system that is used by all member organizations and uses benchmarking, peer learning, exchange of best practices, and other forms of collaboration and support.

The Youth Work Research and Development Center focuses on youth work in youth centers in Stockholm and surrounding municipalities and develops and evaluates methods and leadership for youth work in youth clubs and recreation centers. An annual questionnaire gathers information about the activities of the youth center:

- how many young people and what is their environment □
- level of participation of young people in activities and decision-making
- how youth workers deal with young people's participation and learning
- the impact of the logbook
- the system for recording and documenting participation levels and engaged activities
- an online journal for note-taking and structured analysis, as well as for effective communication between youth workers.

bOJA – Austria

In Austria, youth work has a number of aspects: open youth work, voluntary youth associations, and youth work carried out by public institutions at the federal or state level. While the Federal Ministry of Family and Youth is responsible for youth policy at the federal level, with special emphasis on the promotion of extracurricular youth education and youth work aimed at the development of mental, psychological, physical, social, political, religious, and ethical competences of children and young people, youth work is primarily the responsibility of states. Open youth work in Austria includes youth centers, youth associations (NGOs), youth information services, and regional and local youth initiatives and projects. Open youth work is site-based in youth centers, youth clubs, and youth cafes, while mobile youth work takes place in public places - parks, train stations, and other public places. Open youth work, as the term implies, is intended for all young people who have lower qualifications. Open youth work also emphasizes and seeks to engage and accommodate disadvantaged and socially excluded young people. Youth associations are quite diverse in composition and objectives and are often related to the different interests of young people. Institutional youth work is carried out by state or municipal youth departments. Each of the nine provinces of the Austrian Federation has its own youth department, which coordinates youth work in the province, offers services, and organizes activities for young people. In youth associations and in open youth work, the training is usually in the training center for open youth work, which was established in 2009 and builds on the tradition of networking open youth work in Austria. It provides a network and support services for open youth work, as well as expertise in quality development of open youth work. It also seeks to promote and strengthen, both at the national and European level, the positive and empowering role that open youth work can play in the lives of young people. In Austria, BOJA has around 340 youth work providers with a total of over 630 sites. Youth Work Centers employ approximately 2,000 youth workers who reach and

engage around 250,000 young people annually. bOJA acts as a center for facilitating youth work and youth workers, a network agency with state youth councils, international bodies, youth-related fields, and researchers. It also provides a platform to promote quality youth work. In recent years bOJA has developed a set of practical tools for all practitioners of open youth work. They include:

- a quality manual that is regularly revised and upgraded
- a toolkit for quality development in youth work, which includes assessment methods and tools, as well as self-assessment sheets. It also uses a log that records the frequency of visits, as well as daily logs of events and activities, photos, and video documentation, among others. The toolkit also includes a qualitative dialogue aimed at looking at the work of practitioners from different angles and analyzing and discussing the results;
- self-assessment worksheets that include expanding competencies, developing identity, coping with everyday life, lobbying, and participation;
- regular surveys of young people and stakeholders in mobile and site-specific youth work settings

3. Steps towards inclusive youth work - National Youth Council of Ireland

In Ireland, youth work is generally the preserve of the voluntary youth sector. The Youth Work Act (2001) describes it as a planned educational program designed to support and enhance the personal and social development of young people through their voluntary participation which complements their formal academic or vocational training and is provided primarily by voluntary youth work organizations. Ireland has approximately 1,400 paid youth workers and around

40,000 volunteer youth workers. The voluntary youth sector is the main employer of youth workers in Ireland, determining the qualifications required as well as pay and conditions.

The National Policy Framework for Children and Young People, 2014-2020 is the first comprehensive national policy framework for children to cover age groups covering children and young people up to the age of 24. A National Youth Strategy provides out-of-school support for young people in their local communities. The aim is to enable them to overcome adverse circumstances and reach their full potential by strengthening their personal and social competencies through, among others:

- ensuring effective youth work and related opportunities for young people
- improving existing services and initiatives regarding young people
- monitoring youth work support and services to ensure both service quality and value for money

A national framework for quality standards for youth work was introduced in 2011 as a tool to help assess standards and assess development and improvement. The National Framework applies to all staff-led youth work organizations, services, projects, and programs that are funded by the Department for Children and Young People. In 2016, the National Youth Council of Ireland, the representative body for voluntary youth organizations, published a Toolkit for the Youth Sector: 8 Steps to Inclusive Youth Work - Promoting the highest quality inclusive practices in youth work settings. The toolkit was developed following 11 in-depth interviews with 16 youth work organizations across Ireland who described their inclusive youth work practices. These steps were intended to help voluntary youth organizations contribute to the improvement of quality and

- Drafting recommendations for continuous improvement

- Development of a logical model or work plan for the implementation of the results in the national strategy for youth
- Compliance with responsibilities under equality legislation
- Compliance with the commitments specified in the policy for equality and integration of voluntary youth organizations.

As well as:

- To work as a set of assessment and planning tools to help develop and implement best practices in inclusive youth work;
- Proper implementation of established successful practices for young people in employment
- Changing society's attitudes towards inclusive youth work.

The eight successful steps to the inclusion of young people in employment and their inclusion in the category of youth workers are:

- Step 1 Preliminary review of the needs of young people and those in the labor market
- Step 2 Youth employment policies and collective agreements
- Step 3 Establishing the appropriate space and environment
- Step 4 Recruitment of staff and volunteers
- Step 5 Construction of activities and inclusion and participation of young people in them
- Step 6 Proper assessment of available resources
- Step 7 Permanent two-way networking and partnership with young people and employers
- Step 8 Continuous monitoring and evaluation of results

Each step provides examples of relevant successful practices. For example, in Step 4 – Staff and volunteers, examples of this include a description of the volunteer's job and role, reports and evaluations of staff training in equality and anti-discrimination, shared practical notes from workshops, and review of feedback assessment. Sifting through best practices relevant to the organizations and young people they work with and how they link to the core principles standards and outcomes of the national youth strategy. For example, in Step 5 - Activities and participation of young people, examples of best practice indicators.

4. Practical skills through non-formal education in youth work – Slovakia

In the Slovak Republic, the 2008 Youth Work Support Act defines youth work as primarily including educational activities, social activities, information and advisory services for young people, youth leaders, and youth workers. The law also defines "youth leader", "youth volunteer" and "youth worker". The state's role in supporting youth work at national, regional, and local levels and funding mechanisms are also set out in the law, which also regulates and accredits educational bodies and programs in the field of non-formal education and training. The concept for the development of Youth Work 2016-2020, focuses on five main areas:

- the needs of young people as a basis for quality youth work;
- interested parties in youth work;
- funding of youth work;
- recognition and raising the profile of youth work.
- action plans for the periods 2017-2018 and 2019-2020 have been adopted for the implementation of the conceptual document.

The PRAKTIK project focuses on developing practical skills in youth work for both youth workers and youth leaders, as well as contributing to change and innovation in youth work and non-formal education. The aim of the project was to improve the quality of youth work in their free time and to ensure the development of practical skills; provide space for active participation of youth leaders in the preparation and implementation of activities, and ensure the transfer of know-how from youth workers to youth leaders

5. Youth workers in the field to support informal youth groups, Florence

The youth cooperative that runs the Sonoria Youth Center in Florence provides an interesting service. Four youth workers go around the neighborhood, looking to establish contact with informal youth groups, which, as a rule, gather in various public places - in parks, gardens, squares, and cafes. The goal of youth workers in the field is to identify the interests of young people and to help them organize their free time. There are three main rules in their work:

- to build a relationship of trust with young people;
- correctly identify their interest, because their motivation depends on it;
- not to do anything for the young people themselves, but only to guide and support them.

In this way, youth workers on the ground help young people to build skills for organizing small projects and initiatives, while encouraging them to make good use of their free time. Youth workers in the field support young people who use drugs (JAVA Youth Center managed by social cooperative CAT). Another modification of the work of youth workers in the field is proposed by the CAT cooperative, which, among other activities and projects, manages a JAVA youth center in the center of Florence on behalf of the municipality. The cooperative's

main target group is young people who use drugs or are at risk of starting. The team uses the so-called 'harm reduction' approach, which does not aim to judge or educate young people about drug use but to minimize the consequences of it.

V. **Sharing the experience of successful European practices in the spheres of youth activity**

Youth activity can be:

- National level: designed at local, regional, or national level and developed for a country of residence.
- At the transnational level: networking of youth initiatives carried out jointly by two or more groups from different countries. Activities within transnational youth initiatives are designed as cooperation projects between local youth initiatives from different countries, where each of the partners works for the benefit of their local community.

Cooperation with international partners in transnational youth initiatives is based on similar needs or interests to share and learn from each other's practices

1. **Typology of youth activity**

Youth activity is defined in different forms. In its context, the focus of action is on two main points.

- First: the agent who initiates the process, be it the youth or adults themselves;
- Second: the level and depth of engagement and therefore the actual influence on the decisions that young people can make, ie. whether young people are informed, consulted, and have an active role in decision-making

Based on these two important points, the options for youth activity and the corresponding recommendations can be described:

- Engagement, allowing young people to get involved, to raise their awareness of a specific policy, to be consulted or involved in the preparation of policies, projects, and actions relevant to them. The commitment of young people to their active participation depends on the public attitude toward their abilities. The direct involvement of young people increases their sense of usefulness and their ability to share experiences increases.
- Joint creation of conditions, projects, and activities where young people implement their own ideas, recommendations, and/or projects to address specific problems and provide solutions to challenges that directly affect them. Young people who participate with such commitment actively contribute to the successful implementation of the activity
- Fulfillment of duties, projects, and activities in which young people are given opportunities, trust, and resources to implement their own conceptual projects. Setting responsibilities and creating conditions for young people's commitment is a guarantee that young people will have better activity and adaptability. More confidence in the abilities and competencies of young people in the performance of their activity is needed
- Monitoring and evaluation, through which young people are given the tools to make governance accountable, monitor the correct implementation of policy, and evaluate its results. Constant monitoring by young people creates conditions for success and prevention of failure. Seeking feedback from youth is important because it provides a clear picture of their needs and concerns.

Based on the recommendations and the main points in the definition of youth activity, some successful practices can be selected. Good practices represent a wide range of forms of participation, differing in terms of:

- Scope of youth activity. It is a matter of territorial and economic scope;
- Method - the cases use different methods for youth activity, from professional qualification and training to established, innovative methodologies, including a set of stages and action points;
- Digitization – it is about the skills and competencies of young people to meet the demands of digitization and to adapt to the digital world of work

The duration of the youth activity depends on the prior arrangements with the agents for this. The duration of activity on the part of young people depends on the activity in which they are engaged. It is also important to emphasize that different forms of youth activity may be appropriate for the inclusion of different target youth groups. Among the good practices there are the following criteria for the selection and formation of projects for youth activity:

Age of the young person: usually the target groups are pre-established age limits, this limit being limited to the stage of education or to young workers;
Inclusion targets vulnerable social groups and those at risk of social exclusion, such as disadvantaged youth, young people with disabilities, etc.

Assessment - this is a preliminary assessment and assessment of the competencies, opportunities, and skills of young people and their ability to be active in a given field. Assessment is an important factor in youth adjustment and adaptability to given tasks, because lack of proper judgment and assessment guarantees failure and wrongly set goals.

Organization of youth activity. In some cases, it refers to already existing youth organizations, voluntary work, or informal structures of young people.

The organization is not only expressed in the structuring of a group of young people but also in the organization of the activity among the groups, i.e. assessing to what extent this activity will contribute to the development of society and the community.

Size of selected groups of young people for building youth activity. It refers to the number of young people who will choose and engage in activity in a given field.

2. Examples of good European practices for youth activity

Kecejme do toho (Have Your Say) project, Czech Republic. Target group 15-26 years old. Project goal: joint active participation of young people in decision-making.

<http://www.kecejmedotoho.cz/>

The project Kecejme do toho (Have your say) aims to provide youth activity and dialogue for young people between 15 and 26 years old on political topics. The project organizes discussions, seminars, working groups, and other types of events where young people discuss topics that concern them at national and European levels and engage with politicians. This is best practice in the selection of topics and the development of policy proposals led by young people. It engages a wide population of young people using a unique mix of online and face-to-face activities, including local workshops, outdoor festivals, music club events, as well as formal discussions and consultations. All activities are based on the principles of equality and partnership between young people, experts, and politicians.

What is the result of youth activity?

The project reached approximately 35,000 young participants over five years who proposed, discussed, and voted on many different topics. Issues raised and discussed included youth unemployment and support for young families.

Tracking of specific policies was mixed. Regarding university fees, they were the only youth group to present themselves to a parliamentary committee and the Ministry of Education. On many other topics on which they engaged with various experts and politicians, their impact was difficult to assess. The results of the project were reflected in the State Youth Strategy 2014-2020 and cited in EU EESC documents.

With the establishment of a permanent structured dialogue with the youth by the Czech government in 2015, one of the initial goals of the project, the organizers decided to stop the initiative. This project offers a successful multi-step youth-led process to engage young people in youth activity. These are youth engagement activities that are particularly suited to overcoming the challenges of engaging less active and socially excluded youth. These activities should be flexible to the needs of young people

One of the challenges in engaging young people is successfully engaging and motivating them to engage. The project was particularly strong in designing ways to engage young people, such as organizing an outdoor concert and workshops

Methodology for youth activity

Key stages in its iterative process include:

Themes – themes are intended to evoke empathy and engagement in young people, and to allow them to choose the issues of social and political importance to them before engaging with experts and officials at later stages

Informational competence – this is maintaining a level of competence of knowledge about the important topics. Analyzes of the level of competence presented the development of young people, their level of knowledge, and readiness to acquire more knowledge.

Training – A key stage of the process. The young people familiarize themselves with the training on the assigned topic, discuss and agree, and prepare an opinion. This process aims to involve more young people in activities and to form the consciousness of an active young person.

Expert Discussion – Usually an expert or practitioner, both for and against, as well as a neutral expert is invited,

Danish Youth Climate Council (Ungeklimarådet) Denmark, Organizers: Ministry of Climate and Energy, Danish Youth Council (DUF). Age of the target group: young people. Target youth group: Young people interested in climate issues.

<https://kefm.dk/klima-og-vejr/ungeklimaraadet/>

The Danish Youth Climate Council is an independent advisory board led by active youth to the Ministry of Climate and Energy. The Youth Climate Council gathers information from young people across the country and formulates specific policy proposals to the Minister, with whom they meet several times a year. Some cities also have local youth climate councils. Its unique quality is the official relationship with the Minister of Climate, while at the same time remaining independent. This independence is guaranteed by members appointed by democratic youth organizations and by applying the principle of commitment in support of the Ministry of Youth Climate Council.

Results and impact of youth activity

To include young people's ideas in the decision-making process through meetings with the Minister at least twice a year, the possibility to add briefings to the Minister's information box, and the possibility to make formal comments on legislative proposals. The meetings support accountability by having an ongoing dialogue about why the minister will support their ideas. Last year Council members attended approximately 80 external debates, which were a combination of youth input, youth and business awareness raising, and discussion of specific proposals with politicians, NGOs, and other stakeholders.

Young people participated in the implementation of these policies, with which the minister agreed with the formulation of new official guidelines for sustainable and healthy lifestyles.

This is a suitable model for a successful youth engagement policy that could be transferred to the youth employment field in the form of developing and implementing a youth engagement strategy.

Key challenges

The Youth Climate Council was established after successful lobbying by the Danish UN Youth Delegates and the Danish Youth Council. It arose out of their desire to address the gap between youth and politicians, as they felt that youth engagement consisted mainly of processes and demonstrations, but lacked opportunities for youth to be invited to the table to make meaningful contributions.

3. Other examples of successful youth activity practices

Comhairle na nÓg Youth Council, Country: Ireland, Organizers: Department for Children and Young People (DCYA), Local Authority. Age of

the target group: 12-17. Target youth group: youth groups.

<https://www.comhairlenanog.ie/>

Comhairle na nÓg is Ireland's formal structure of youth councils for young people up to the age of 18, with one in each of Ireland's 31 local authority areas. They aim to protect young people's views and make their voices heard in two ways: working on young people's issues and acting to protect their interests. Its design principles are embedded in academic work and agreed upon after consultation with stakeholders. At an annual general meeting in each local authority area open to local youth, a committee of young people is elected and topics are chosen which will form the basis of the committee's work for the following year. In addition, this committee serves as a consultative forum for local authorities on the development of youth-related services and policies. Every two years the 31 councils convene for the national youth parliament and elect a national executive director to serve in a parallel function at the national level. A co-ordinator is responsible for its delivery, supported by a designated national support team within the Department for Children and Young People. This offers a well-developed model for using local youth councils as a consultative mechanism that can be replicated in transition regions on appropriate topics. In particular, it offers a good model for engaging young people who are rarely heard, for example, vulnerable groups, with a dedicated strategy and toolkit.

Professional laboratories: joint creation of an ESF project Country:

Estonia, Organizers: Estonian Youth Workers. Target youth group: Students in Vocational Education and Training

<https://www.merkuur.eu/summary>

Vocational Labsis is a project funded by the European Social Fund in Estonia.

This project, officially titled 'Introducing working life for young people and

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targeting young people at risk of exclusion', aimed to find new and interesting ways for young people to explore different professions. Young people are strongly involved in the process of developing the final service offered under the ESF project "mobile workshops", which can be used repeatedly in different job fairs or in school lessons organized by different organizations. The project is an example of how young people can be effectively involved in the absorption of European funding. Young people were involved in different stages: co-creation, validation of ideas, test workshops, and feedback on the service. They have the opportunity to interact with practitioners specializing in the field

Results and impact

On this basis, tender documents were drawn up for the introduction of the mobile workshops, with the requirement that the methods used in the workshops should be initially tested with a group of young people before wider implementation. As such, mobile workshops representing different professions, biomedicine and nursing, youth work, metalwork, and woodworking were conducted using methods co-created by the youth.

"Introducing working life for youth and targeting young people at risk of exclusion" is a project funded by the European Social Fund in Estonia. In order to develop the final service of the mobile workshops, young people and various partners were actively involved in the process. The goal of the project was to find new interesting ways for young people to get to know different professions.

Young people are involved at different stages and in different ways: in co-creation, validation of ideas, testing workshops, and in feedback to the service through focus groups. The development phase involved 3 one-day co-creation workshops, each with a different thematic focus. The workshops involved

relevant stakeholders working in the specific field: NGOs, businesses, youth workers, teachers, and ministry representatives. Workshops are led by a consultant using co-creation and visualization methods.

VI. Sharing the experience of successful European practices in the fields of youth employment

All the mentioned factors and characteristics of the labor market apply to youth employment and unemployment. Unemployed youth cannot increase their productivity and professional experience without having the opportunity to be active in the labor market. Thus, they become an unused resource for labor and utility for companies. From the point of view of social stability, youth employment is a key factor.

In general, youth as a work resource is more flexible, with opportunities for longer-term realization, competitive pay, and greater independence. In contrast to these positive factors, however, is low youth employment. This is why many countries have developed youth employment policies.

The issue of youth employment in Bulgaria is a topic that is regularly discussed and prioritized. At this stage, there are no adequate state measures to stimulate both countries, the youth and the employers, to create conditions for productive implementation. Characteristic patterns of youth as a vulnerable group for employment are entirely applicable.

Young people, as a source of labor and professional resources, are a preferred contingent of employers, especially in fields that require constant retraining and upgrading of skills and competencies. The advantages of hiring young people,

taking into account the risk that the employer takes, can be summarized as follows:

- Employers hire young employees from a professional point of view because young people have a huge potential that is yet to be developed.
- Proven ROI. The ideas and skills of young people could increase the added value of the product or service that companies offer.
- They are easy to train. Employers have the opportunity to shape them into what they need so they become part of the culture. Graduates have developed a learning habit so they strive to continuously learn in the work environment. Young people are more adaptable and flexible in their thinking and creativity. They are subject to constant training and perceive new things more easily.
- Solid business skills. Pre-established habits of constant learning and accumulated knowledge are an advantage for the youth. The acquired competencies are competitive and their relevance is important for employers.
- New perspectives. Young people can implement their new ideas and implement them with a different mindset than other employees. Graduate recruitment could increase diversity in the work environment.
- Striving for success. Young people have the ability to develop professionally faster and seek faster financial returns. They are more enthusiastic and ready to take on new challenges and risks. Young people understand and have the ability to adapt to changes and to strive for professional development and careers.
- Succession plan. Providing a career for young employees and the opportunity to reach professional development within the company, solving the problems related to succession planning.

1. Successful practices for youth employment

Coca Cola Company

The motivational program is designed so that each experienced employee contributes to the success and achievement of corporate goals by committing to convey a fresh spirit to the newly hired youth at work who are just getting into the business. The company's motto is: "Become one of the main ingredients that make our company so fresh." The company offers opportunities for young employees to excel in a diverse environment, team, and way of working, which are a great prerequisite for achieving exceptional results. A key point that helps to make quick decisions and optimize processes is the smaller number of hierarchical levels in the company. The result the employer is looking for is to foster an entrepreneurial spirit and encourage true potential to achieve company goals.

At the Coca-Cola Company, employees work not only for growth but for the sustainable growth of the company. Young employees are expected to bring innovative ideas and create value for the product being offered.

The success of Coca-Cola depends entirely on motivated and committed employees. The company tries to make the employees feel that they play a key role in the business and are valuable for the fulfillment of the set goals. Coca-Cola implements several different ways to measure the level of young employees' engagement in the business and job satisfaction. At Coca-Cola Enterprises, they have introduced meaningful and constructive dialogue and established representative groups among employees and also among unions.

Employee engagement surveys and representative groups help Coca-Cola gather company-wide information and work more easily with employees to achieve the

primary goal of the highest beverage sales and best customer service of the company, as well as develop a profitable and inclusive culture.

Coca-Cola in each country conducts a survey every two years as part of a larger global survey. In both cases, the results are compared to companies with similar activities. The specialists at the company believe that it is important for employees to have fun at work and therefore want to make sure that they are energized while working for the business.

Coca-Cola has created a Talent University to help them focus on attracting, developing, and retaining a talented and diverse workforce of young professionals. They are focused on strengthening their reputation as a high-performing organization that is committed to achieving world-class levels of employee engagement and is recognized as a top employer in the industry.

During the three-year program, graduates will gain experience working for Coca-Cola Enterprises in a variety of functions, including sales, customer management, marketing, and supply management. To attract and retain the best people, Coca-Cola recognizes that they must invest in their development. Coca-Cola Enterprises provides an online HR tool that allows young employees to access important information about working at Coca-Cola Enterprises and also increases the company's efficiency and effectiveness. Through this tool, employees can manage their lives and careers. Employees can find information on policies and programs, as well as answers to frequently asked questions on topics such as pay, benefits, performance, and more. development.

At Coca-Cola, they created a toolkit for employees that could help them manage their careers, identify career goals, collect feedback, analyze strengths, and areas for development, and create plans for regular review.

All employees have access to MyKO, an internal intranet site. Employees have access to various online personal development and career modules on this site. By providing on-the-job training and development programs, mentoring, and feedback, Coca-Cola management and professionals ensure that employees have the necessary resources and methods they need to learn. Many of their programs are applicable throughout Europe. In this way, young people could learn from other colleagues across Europe. Using a range of agile learning initiatives, Coca-Cola focuses on three main areas:

- Functional Expertise – aims to build the skills a young professional needs to be “best in class” in marketing leadership, trade leadership, and franchise leadership.
- Leadership
- Personal development

Leadership programs include:

- Personal development – business fundamentals, communication skills, negotiation, personal effectiveness, planning and project management
- Development of leadership skills - acceleration of sustainable growth, people management;
- Consumer Marketing – Marketing applied in Coca-Cola;
- Customer and Commerce Leadership – planning for market success, customer collaboration, action for profit, immediate consumption;
- Franchise Leadership – Alignment System, Business Awareness, Knowledge System Enabling Execution, Partnering Skills

Coca-Cola conducts a comprehensive 90-day induction program for all new young employees. Holistic Learning is created and managed by Coca-Cola

University, an internal name for a comprehensive learning and development program. It is accessible to all employees via the intranet site and offers a choice of courses across Europe – including a variety of e-learning and classroom training.

Henkel AD

Henkel operates worldwide with its leading brands and technologies in three business lines: home care, cosmetics, and adhesive technologies. Henkel's success is based on people who are open to new ideas, people with a commercial spirit who take the world by storm with their innovative brands and leading technologies. In order for new employees to join the company, they must possess the same qualities as all Henkel employees worldwide, namely – the capacity to implement their innovative ideas, the desire to continuously change the status quo, the relentless drive to find - better and more innovative solutions; striving to meet customer requirements in developing the best products or technologies. These are the values that define the Spirit of Henkel: Exceptional team approach, winning corporate culture, sustainable innovation developed by the best teams, and personal development. The main reason behind hiring fresh graduates is that they have a competitive spirit, ready to enter the career with passion and dedication.

Horizons Bulgaria LTD

Horizons Bulgaria is a subsidiary of Jordan Sheppard - an English headhunting company. It was created in 2006 with the idea of covering the needs of customers in the segment of lower expert and middle management positions. Subsequently, their business also focused in the direction of providing a quality HR service in countries where companies like theirs are not yet present. Their goal is to work with partners who know the local business and labor market. The development of

other consulting services is also a key point. They invest in software and build their methodology and candidate database. In the beginning, the company was created as a company that is completely engaged in recruitment. Subsequently, they developed additional services and now strive to offer solutions for the overall HR and management activity in companies such as trainings, organizational diagnostics and consulting, HR consulting, outsourcing of HR services, personnel leasing, remuneration administration, outplacement, they offer recruitment software, work on European projects, etc. Horizons Bulgaria is aware of the difficulty in the process of attracting and convincing employees to join the positions they are offered. They believe that a good consultant should feel correctly which of the candidates would meet the companies' criteria and would fit into their organizational culture.

The main areas in which they operate are retail, logistics, manufacturing, business services, FMCG, banking and financial services, insurance, electronics, energy, and construction. Their clients are different in scope, mainly medium and small companies. They serve a unique mix of Bulgarian and international clients, and they definitely want to develop long-term partnership relationships. They are positioned in the search and selection of middle management and expert-level positions. Their methodology is suitable for positions that require specific knowledge and expertise. With the greatest frequency and number are the projects for salespeople, sales managers, sales representatives, customer service specialists, office managers, personal assistants, marketing professionals, engineers, and programmers. Also financial specialists, accountants, banking professionals, as well as supply and purchasing specialists, logistics, and production people.

Telerik AD

According to Telerik specialists, the main way to motivate employees is for university students to start an internship program at Telerik. This is extremely useful for them. During the internship, the most important thing is the attitude towards them. In Telerik, they find themselves in an environment where everyone is equal to everyone else. The "Human Resources" department says that they attract to their teams those candidates in whom they see a desire for development and enthusiasm.

Telerik has been around since 2002 and has been growing very dynamically in recent years. The company develops products for Microsoft.net. These are tools for other software developers that are used around the world. The Human Resources Department tries to use all possible channels to find collaborators. However, the one they find most effective is the recommendation of the employees themselves. They like to say that Telerik has 170 HR professionals who know a lot of other people.

The company has a tradition of maintaining relations with young people from universities in Sofia, Plovdiv, Varna, and Blagoevgrad. The goal of their internship programs is for young people to see how a company actually works. They want students to get out of the academic world of the university. Usually, the programs last about six months because they feel that a three-month internship is not enough.

At Telerik, they create new technologies, which is a key motivator for employees. Joining the company, they find it extremely interesting that they are still developing some of their first products. Things are completely new and unfamiliar. This is something they really like at Telerik because they are actively involved in the development of technologies that are just coming out and entering mainstream use. The company manages to retain its staff, above all, through

attitude. The company culture is that everyone is equal to the person next to them. They strive to constantly receive feedback from their colleagues.

The company provides good opportunities for development and gives the opportunity to do something that will be seen outside, not only in Bulgaria. For the company, education provides only the foundation. The desire to develop in this direction is important.

During the initial recruitment, the interview takes place in a friendly conversation with the candidates. The company does not have the practice of a conventional interview with questions, rather it proceeds as a free conversation. The idea is to get to know both the candidates and the company. Before the interview, candidates are given small tasks that give an idea of whether to call the candidate for an interview or not. However, the idea is that the person may not have the necessary knowledge and therefore it is more important to have the desire to develop. That is why many seminars are organized. Their experience shows that for the niche in which the company operates, there are almost no experienced people.

For two years in a row, Telerik has been in the Top 5 in the Hewitt Best Employer survey. Today's labor market is extremely dynamic, where the company's competitiveness depends very much on the presence of young and ambitious specialists whose qualifications meet the needs of the business to the highest possible degree. One of the possibilities for improving the situation in the labor market is the construction of a mechanism that connects strategically oriented students and progressive employers with the help of internship programs. These programs facilitate students' choices and enable them to acquire essential skills that make them employable, help them find their place in the labor market, and at the same time experience job satisfaction. The convergence of business and academia inevitably leads to a rethinking of their individual and collective roles

and responsibilities in building the future workforce. Reorientation to the current and future needs of employers should become a top priority for universities. Employers, for their part, will gain enormously from such a collaboration, as it will help their future employees gain valuable practical knowledge and skills through internship programs.

Ficosota synthesis Ltd

Fikosota is a medium-sized, fast-growing Bulgarian company that manufactures consumer electronics. Fikosota develops and implements an internship program that includes eight students from five majors - mechanical and electrical engineering, finance, logistics, industrial design, and information technology. The selected interns are appointed to a permanent job after completing the internship. The aim is for both parties in the process to derive maximum benefit. Internships are organized in a way that encourages young people to demonstrate their abilities and also to acquire valuable practical knowledge and skills. At the same time, the internships allow the company to get to know its potential future employees, and the students – to decide whether to prefer the company to alternative opportunities for realization. As part of the internship program, the company provides mentors, a real workplace, and pay, which turns the internship into a real work environment, and not just a formal visit and observation of work processes. Ficosotta bets on student satisfaction with the internship as the best advertisement for future interns. Fikosota cooperates with Ruse University "Angel Kanchev", where sustainable relationships have been established not only in the career center but also at the level of academic management, which have led to proposals for changes in curricula, participation in committees for the defense of diploma theses, acceptance of interns from the university, participation of company representatives as speakers on appropriate topics. For the company, this is related to additional costs of financial and human resources. According to the

management, this is an effective investment, consistent with the perceived responsibility of the modern employer for the future of young people. The main goal of the internship in Fikosota is for students to get to know the work processes in a real environment, to learn something new, and to work on something interesting for them. If students have the necessary qualifications and entrepreneurship, these internships can turn into real employment under clearly established rules.

Overgaz AD

Overgaz is a gas company in Bulgaria that creates and supports five educational and training companies in the field of gas supply. They participate in the virtual network of the National Center of Educational and Training Companies under the Ministry of Education, Youth, and Science, which currently employs 300 educational enterprises. The company provides young entrepreneurs with the necessary information on everything related to the gasification of the end customer - from the registration of the gas company and the initial project to the documents for the inclusion of a new user and advice on how to use energy rationally and efficiently. The workers in the virtual companies - students from the 9th to the 12th grade of the five vocational technical high schools specializing in "Gas technology" in Yambol, Popovo, Kyustendil, Stara Zagora, and Ruse are carefully selected through a competition. Formed learning teams register their companies in the National Network of Training Enterprises, before going to the virtual market where they offer their products and services. Overgaz, in its role as a partner of the Network of Bulgarian Training Enterprises, finances the participation of the best-performing gas company at the Fair of Educational and Training Companies, which takes place every year in Plovdiv. The five virtual companies are part of the Overgaz "Professional Education" initiative. Thus, the gas distribution company continues to invest in the most important capital -

human capital, raising the qualifications of future gas exploitation specialists in Bulgaria.

Overgaz has developed an online platform for students. The platform helps young people from five technical high schools in the country to develop professionally. It gives participants the opportunity to complete online tests, share experiences and impressions in an Internet forum, read about various initiatives they can get involved in, and find additional preparation materials. The level of knowledge and achievements are assessed, and the youth with the highest comprehensive assessment are given the opportunity to become a scholarship holder or to enter the company's job after completing their secondary education.

Overgaz organizes a basketball festival for students. The mini basketball festival for students from 1st to 4th grade is organized by the "Overgaz" Sports Club. Overgaz and Yambol Municipality are organizing the National Review for Young Researchers "Energy and Mathematical Modeling" to apply the best innovative methods for energy efficiency, application of gas technologies, and mathematical models in everyday life.

Every year, the Overgaz Internship Academy accepts young people from Bulgarian and foreign universities who want to study and work in the energy sector. Young people will work at Overgaz for between one and three months on individual internship programs that match their academic majors and personal preferences.

The company provides a mentor for each of the participants, who takes care of the performance of their personal tasks and helps them to join the company's team more quickly. Career counselors are also available to young people.

The company annually participates in the "Manager for a day" initiative of Junior Achievement Bulgaria and accepts young people who want to get to know the

management team closely. Competitions are held for the title of "Best Young Gas Technician".

The competition is held in partnership between Overgaz, the Ministry of Education, Youth and Science, and vocational-technical high schools, where the specialty "Gas Engineering" is taught.

Open eco-seminars are organized, which are part of the ecological project of the gas company - "Get to know nature and protect it". Their goal is to increase the ecological culture of the young generation and to involve them in solving global environmental problems, to popularize protected areas and their protection, as well as to inform children about protected species of plants and animals.

Liebher Hausgerete Maritsa EOOD

The company is focused on internship programs and communication with operational management. Regarding management functions in practice, the dilemma of "manager" or "good specialist" is considered. Emphasis is placed on the skills and competencies of the management team and management standards.

The company is oriented towards youth employment and, in particular, the professional development of young people. When selecting personnel, the company relies on criteria to find the right professionals. Communication with candidates is carried out in the team through:

- Feedback giving skills
- Interpersonal communication
- Building an atmosphere of teamwork
- Negotiating and achieving employee commitment
- Conflict resolution – the emphasis is on:

- Skills for managing conflict situations;
- Identification of the main sources of conflict;
- Choosing a strategy to resolve a conflict situation that has arisen

Personnel management as a process, in the company, is extremely important. The presence of young specialists contributes to the constant updating of the principles of work and the professional orientation of employees:

- Motivating employees;
- Performance evaluation;
- Strategic and operational skills and functions;
- Goal setting skills;
- Making decisions;
- Control over the implementation of assigned tasks.

Tax Back Bulgaria Ltd

More than 400 young specialists have been appointed to work in the office of the Bulgarian-Irish company "Taxback.com" in Varna. In 2001, the company's activities in our country started with 15 staff, specializing in tax refunds from the USA.

Today, the Varna office employs over 440 young specialists, successfully working and developing. Internationally, the company has 27 offices in 20 countries. The office in Varna acts as an international center for customer relations, processing financial documents, and organizing travel and visas. The key factor for the company's success in competitive international markets and constant growth is highly qualified young employees. The company continuously invests in their professional development. The staff training system at

"Taxback.com" works on the principle of personnel rotation, as every summer employees from the office in Varna are posted to the company's branches in Ireland, England, and Australia. The company also financed the training of 7 of its specialists, who acquired an accounting qualification in accordance with the legislation in Ireland and England. This allows them to work as tax experts in both countries. The main factor for success is flexibility to the requirements of the organization. Job rotation is an effective method of reducing turnover and a well-planned job rotation program. Not only can this program reduce turnover, but it promotes increased learning by providing deeper and more usable knowledge within the organization.

Rotation programs are common in building senior managers, but there are many reasons to apply them to technical specialists as well as new hires. A tight labor market makes it difficult to find experienced young people to replace employees who leave. This means there is often a shortage of employees who have the experience and knowledge to help the company achieve its vision. This increases the need to try alternative methods of creating, storing, and effectively using knowledge.

The program is an excellent mechanism for increasing youth employment as a successful practice. It also has the advantage of speeding up the development of employees and allowing them to get to the heart of the job sooner. Job rotation is a scheme for changing the work tasks of an employee in order for him to gain a comprehensive view of the work process. The term "job rotation" can also mean the planned rotation of people in the office and in particular in public institutions.

This method was developed in Denmark in 1980. and can be used in many ways to meet the development and training needs of the company and employees without interrupting the production process. Job rotation is also practiced to allow skilled employees to gain a clearer understanding of company processes and to

increase satisfaction when changing jobs and tasks. At the senior management level, job turnover is closely linked to succession planning for leadership positions in the organization. In this way, employees are built who are trained and given a set of knowledge and experience that make them capable of filling a particular position. The aim here is to offer experiential learning that facilitates the transfer and use of knowledge, as well as a shift in mindset and perspective. Benefits of the job rotation program include:

- Increasing the knowledge base and increasing the ability to learn in the organization, which translates directly into a more competitive organization and growth opportunities for young professionals. Additional benefits are obtained such as increasing the sharing of ideas between departments, breaking down barriers and restrictions between departments;
- The method allows young specialists to touch the work of different departments and increase their competence;
- Innovations are promoted, through the implementation of new ideas and the adaptation of new approaches to outdated practices, procedures, etc.;
- Supports rotation in different business functions, which can help technical staff develop a full understanding of business processes, strategy, and customer needs;
- Improves communication and cooperation in teams;
- It helps employees search for the best solutions in the company and improves the transfer of knowledge;
- Develop flexible, knowledgeable, multi-functional employees who can perform various functions;
- Supports the development of internal knowledge contacts, networks, and mentors;

- Reduces the chance of turnover, because the various duties and maintaining interest in the company, keep the attention of young people;
- Improves employees' commitment to stay in the company;
- Encourage current employees to meet different people and learn from their experiences in different fields;
- Motivate employees to work harder and can become an effective method of rewarding successful employees;
- Young employees become more motivated, flexible, adaptable, innovative, inquisitive, and able to communicate more freely with others;
- Help employees better understand the strategic development of the organization.

VII. Research of good practices in Bulgaria

1. Youth policy in Bulgaria

In Bulgaria, the youth policy is based on the Youth Act. We will present to you some of the main points that he defines. The state youth policy is a purposeful and consistent activity of the state, municipalities, youth organizations, and society, which aims to create favorable conditions for the full personal development of young people and their participation in public and economic life, as well as their inclusion in the management of local, regional and national level through activities promoting the development of youth in the country.

The main principles of the state youth policy are:

- legality, transparency, equality, purposefulness, systematicity, and consistency of the policies of the state, municipalities, and society for youth development;
- coordination of youth policies in the fields of education, labor, social policy, health care, culture, sports, justice, internal affairs, defense, and regional development;
- coordination of the state youth policy with the youth policy implemented by and within the European Union, the Council of Europe, and the United Nations;
- integration of policies for children and youth;
- ensuring dialogue and youth participation in the formation of youth policy at the local, regional, and national levels;
- freedom of association of young people, freedom of youth initiatives, self-management of youth organizations
- • decentralization of youth policies.

State youth policy is implemented by the Council of Ministers through the Minister of Youth and Sports and in accordance with the National Youth Strategy.

The National Youth Strategy defines the long-term goals and priorities of the state policy for the youth of the Republic of Bulgaria for a period of 10 years.

A youth activity is an organized activity or initiative whose purpose is to represent, protect, and develop the interests and needs of youth.

A youth organization is a voluntary association of persons for the implementation of youth activities that meet the following requirements.

- • not less than 70 percent of the persons in it are aged from 15 to 29 years inclusive.

- more than half of the members of the governing body are young people aged 18 to 29 inclusive.
- Minors may be members of youth organizations with the express written consent of their legal representatives.
- Youth organizations can be created as non-profit legal entities, registered under the terms and conditions of the Law on Non-profit Legal Entities, or as organized youth structures under the conditions and rules of special laws.
- An association of youth organizations established under the conditions and in accordance with the Law on Non-Profit Legal Entities is considered a youth organization.

Youth policy at the regional level is further developed in the directorates or departments responsible for youth activities in the municipalities. Local youth policies, activities, and campaigns, as well as various volunteering opportunities, are often developed and implemented there. The development of youth organizations is encouraged and supported through national, regional, municipal, European, and international programs and projects.

National Advisory Council for Youth under the Ministry of Youth and Sports. The National Advisory Council for Youth is an advisory body that assists the Minister of Youth and Sports in implementing the state youth policy. Its main functions are to:

Gives opinions on projects of normative acts and strategic documents that refer to youth policy;

Proposes measures to achieve the goals of the state youth policy; It also discusses other issues related to the implementation of youth policy.

2. Youth NGO's in Bulgaria

AEGEE - Sofia, Association of United European Students

AEGEE is one of the largest youth organizations in Europe. It exists in the name of democratic values, cultural exchange, peace, and understanding on the continent, therefore the national level is absent from its structure. AEGEE's international initiatives encourage cooperation between students and help build a tolerant civil society. The organization has representatives in 232 university cities in 43 countries in Europe, and its members are over 15,000. AEGEE is an abbreviation of Association des Etats Généraux des Etudiants de l'Europe (Association of United European Students).

AEGEE-Sofia is aimed at students from all majors. This enriches both the members themselves and the structure and activities of the organization. They are mainly engaged in organizing international events with a cultural orientation, in which members from different European countries participate. These events show Bulgarian culture to students from other countries, but we all learn more about different European cultures during our interaction.

AISEEC is an international non-governmental independent non-profit organization run by students and recent graduates. Our members have interests in international affairs, leadership, and management. Their role is to enable young people to discover and develop their potential, and to build leadership skills to have a positive impact on society. AISEEC provides its members with a comprehensive hands-on experience, including leadership opportunities, international professional placements, and participation in a global learning environment.

Association "Bulgarian Children's and Youth Parliament" was established in 1998 and in its existence so far has proven itself as one of the

largest and well-functioning youth non-governmental organizations with representatives throughout the country - an organization in which initiatives and decisions are by and for young people in Bulgaria.

Junior Achievement Bulgaria

Founded in 1997, Junior Achievement Bulgaria is a member of the organization Junior Achievement Worldwide (JAW) and its regional division Junior Achievement – Young Enterprise Europe (JA-YE). Junior Achievement is the leading organization with the longest tradition of offering contemporary programs and courses in business, economics, and the development of the entrepreneurial spirit through educational and practical activities in economic and financial literacy, business skills, leadership, and strategies for success. The courses are aimed at young people from 6 to 25 years of age.

Bulgarian Youth Red Cross

Established in 1921, the Bulgarian Youth Red Cross is a voluntary youth organization that is an integral part of the Bulgarian Red Cross and belongs to the International Youth Red Cross Movement. Through its volunteers across the country and through its training programs, activities, and services, BYRC introduces children and young people to humanitarian values and principles, works to reduce their social and health vulnerability, advocates for the improvement of their well-being, and promotes tolerance and non-discrimination, respect for differences and cultural diversity. The Bulgarian Youth Red Cross is an organization with a well-established image, public authority, high capacity, and capabilities and provides quality services and activities that effectively reduce the vulnerability of children and young people and promote humanitarian values among them. The image of a well-functioning youth Red Cross society makes it a suitable alternative for the public appearance of the young generation in the country.

National Youth Forum

NYF is the largest youth platform in Bulgaria, which unites more than 30 youth organizations from all over the country. They are a full member of the European Youth Forum and an active partner of national and European institutions in building and advocating for youth policies. We are the National Youth Council of Bulgaria. Their mission is to represent the interests of young people in Bulgaria and their needs, bringing to the fore the meaning and importance of youth organizations, their development, and participation in social and socio-political processes, and ensure an effective structural dialogue through cooperation with relevant stakeholders and decision-making institutions in youth policy.

The Society for the United Nations in Bulgaria

The Society for the United Nations in Bulgaria is an organization that has been working for the public benefit for dozens of years. It was founded in 1948 to support Bulgaria's membership in the United Nations, which became a fact in 1955. The Society is a member of the World Federation of United Nations Associations (WFUNA) along with over 100 other national associations. Members of the Society are active citizens, career diplomats, university professors, and students. UN- Youth Section, which coordinates activities related to the target group of young people from 18 to 30 years of age. The youth section consists of student clubs for the United Nations in universities in Bulgaria, it also includes young people who are not part of the club network, but share the values and ideas of the United Nations. The youth section is one of the most active units of the Society and gives its members the opportunity to participate in and organize international projects, conferences, and seminars, to get involved in Model UN simulation games at the national and international

levels, to actively participate in the campaign for youth delegate of Bulgaria to the UN and to organize a number of social campaigns and events aimed at current local and national problems, to join UNA News Bulgaria as journalists.

The youth section fully follows the mission and goals of the Society for the United Nations in Bulgaria and works to popularize them among its target group, namely the youth, focusing mostly on students. Student clubs for the United Nations in universities in Bulgaria carry out various activities aimed at increasing the knowledge of young people about the United Nations, spreading the basic principles of the United Nations, and presenting the organization in an interesting, interactive, and attractive way.

Advisory Council for Youth to the Council of Europe

This structure is an advisory body to the Council of Europe that supports the work of the Council on issues related to young people. It also advises decision-makers on the need for changes in strategies and development opportunities for youth.

The Advisory Council operates in the member countries of the Council and consists of 30 members. 20 of them are selected by the member organizations of the European Youth Forum – EYF, and the remaining 10 are selected through the open application platform of the Council of Europe. These 20 of the EYF are divided into 7 coming from National Youth Councils and 13 from International Youth NGOs, such as the Duke of Edinburgh's International Award.

The Organization of the Bulgarian Scouts (OBS) is Bulgaria's only full member of the World Organization of the Scout Movement (World Organization of the Scout Movement, or WOSM)

Organization of the Bulgarian Scouts

The organization is a voluntary, non-governmental, non-political, non-military educational organization. Scouting's mission is to contribute to the education and spiritual growth of young people and, through a humane value system based on the Scout Promise and Law, to help build a better world in which people can achieve their aspirations and play creative roles in the development of society. The aim of Scouting is to help young people develop their full physical, intellectual, social, and spiritual potential as individuals, as responsible citizens, and as members of their local, national, and international communities. The organization of the Bulgarian Scouts works entirely on a voluntary basis. The organization does not have a single employee on an employment contract. There are currently 1,520 members of the Organization. Thanks to the active work demonstrated over the years by hundreds of volunteers from the Organization of Bulgarian Scouts for the development of the youth sector in Bulgaria, and after the adoption of the law on youth, according to order RD-09-293 of 04.06.2014 of the Minister of Youth and Sports, Organization of the Bulgarian Scouts is now officially recognized as one of the three nationally represented youth organizations. OBS is a member of the National Youth Forum - the largest youth platform, which unites more than 30 youth organizations from all over the country and of the National Network for Children.

3. National youth policy programs in Bulgaria

The National Youth Program (2021-2025), referred to as the Program for short, is one of the instruments through which the Ministry of Youth and Sports directly implements youth policy on the territory of the Republic of Bulgaria. The program was developed in response to observed trends regarding various social processes, with its main priority being to provide a supportive and encouraging environment for the personal, professional, and social realization of young people in the country. Its vision is aimed at improving the quality of life and realization of young people by creating and implementing sustainable mechanisms for investing in their potential, which would contribute to the full socio-economic development of Bulgaria as a member state of the European Union. The implementation of the Program's activities is aimed at young people between the ages of 15 and 29, who are its direct target group. Indirect participants in the activities can be national and local structures and/or institutions, non-profit organizations, and other interested parties.

PROGRAM FOR IMPLEMENTATION OF YOUTH ACTIVITIES UNDER ART. 10a OF THE GAMBLING LAW (2023 – 2025)

The proposed activities of the Program are aimed entirely at the benefit of young people aged 15 to 29 without limitation of gender, ethnicity, socioeconomic status, and other characteristics. The program aims to promote their active involvement, initiative, awareness, non-formal education and training, lifelong learning, innovation, creativity, solidarity and empathy. The participation of young people in projects under the Program will expand their experience and skills for inclusion in the values of civil society, science, culture, art, entrepreneurship, healthy lifestyle, and sports, as well as create a favorable environment in which young people can develop their potential and

have their additional personal achievements. This will help prevent anti-social behavior and risky behavior among the country's youth.

The main priority of the Program is to create favorable conditions for young Bulgarians to develop and grow in such a way as to reach the vision of "Capable, engaged, and empowered young people, ready to develop their full potential and consciously contribute to the development of the Republic of Bulgaria in the context of the European family and the global world. Other goals are as well:

- Stimulating the initiative of young people, promoting civic engagement, participation, and empowerment, forming socially responsible behavior, and the development of youth activities and youth work, incl. through mobility, volunteering, creativity, and culture at the local, municipal, and regional levels.
- Stimulating the creativity of young people on problematic topics of extreme importance for modern society in all areas, such as prevention of risky behavior and various forms of addictions, environmental protection, stimulation of a healthy and nature-saving lifestyle, and preservation of cultural and historical heritage.
- Providing equal access to youth activities and services, solving demographic problems, developing the capacity of young people in different regions with a view to reducing disparities, overcoming social exclusion, reducing poverty, and increasing awareness and digital competencies of young people from small settlements and regions.

The National Youth Strategy 2021 – 2030

The National Youth Strategy 2021 - 2030 considers young Bulgarians as "Capable, engaged and empowered young people, ready to develop their full

potential and consciously contribute to the development of the Republic of Bulgaria in the context of the European family and the global world. To achieve this vision, the strategy focuses on the following priorities:

- Promotion of non-formal learning
- Promoting employment and support for young people not in education, employment, or training (NEETs)
- Promoting the engagement, participation, and empowerment of young people
- Development and confirmation of youth work on a national scale
- Connectivity, tolerance, and European belonging
- Promotion of a healthy and nature-saving lifestyle
- Promotion of culture and creativity among young people

The vision, priority areas, and strategic and operational goals in the NSM 2021-2030 are formulated on the basis of held discussions and thematic meetings with young people from different areas of the country through questionnaires to youth organizations and other activities for obtaining feedback. In partnership with the municipal and/or regional administrations, a total of 13 consultations were held with young people and youth organizations in different cities of the country, in which many Bulgarian young people aged 15 - 29 took part. The aim of the consultative process was to monitor the attitudes of young people, to identify challenges, key areas, and priority topics, and to discuss the changes that young people expect as a result of the implementation of the strategy. Employment among young people is a topic that is constantly on the agenda. Their professional realization concerns not only the current moment and their development now, but also in a future moment and in particular, the experience they will accumulate. This is a challenge for all parties in the process of employment. Several key challenges in tackling youth unemployment emerge, precisely:

Mass practice shows that young people do not have work experience in the acquired specialty after completing their education, but are directly involved in the labor market. This does not make them competitive regardless of the fact that they have knowledge that will benefit employers. Young people without experience are at a disadvantage in the conditions of increasing demand for personnel in the labor market. Young people who drop out of the education system early or are subject to social exclusion carry a high risk of not realizing themselves in the labor market. These are undeveloped and unusable resources for society. The educational system in Bulgaria does not provide adequate knowledge of specific professional skills to young people. The labor market moves faster in its development than education, therefore the ratio of sought-after and offered competencies diverges strongly. There are still professions that are in low demand or irrelevant, but generate students who will not be able to realize themselves. Practical and professional internships in the real sector, so necessary for the objective acquaintance with the details of the professions and the correct choice of this one, are poorly represented. The lack of an internship or exchange of experience creates young people with accumulated theoretical knowledge that is difficult to apply in real life. En masse, students work in a field other than their major, but this does not give them the experience necessary to realize themselves.

Against the background of the generally occupied management positions, young people occupy a small part. The advantage of working in foreign companies is that they give young people a chance to develop, prove themselves, and show their potential. The form of the training is related to personal development, not just the creation of personnel that bring benefits to the company.

Very few employers have the willingness and intention to invest in the training of young workers. The expectation of the majority of employers is that the young

person enters the job trained with a ready set of competencies and skills. A large part of young people are demotivated above all by the offered level of pay, as well as by the working conditions. However in recent years the level of pay in foreign companies and specifically for some positions, the level of pay has risen and has become more adequate for the financial market.

Young people are much more adaptable and flexible in fulfilling their work obligations. The problem here is that when choosing a job, respectively a profession and an education, they get confused about the information and recommendations of their social circle. It is necessary, before making a choice for professional education, to launch the idea of professional consultation with specialists, who will give young people an orientation and access to an internship that will build in them a clear idea of the work they have chosen.

4. Examples of good practices in Bulgaria

Chepelare municipality

An opportunity for young people to do internships in the municipalities to gain experience and get a head start in their careers. The project, which the municipality is conducting for the third year in a row, "Manager for a day" allows young people to work for a day in the place of "Mayor", "Deputy Mayor", "Director of Directorate" and to gain a real idea of the decisions and responsibilities with which these positions are characterized, as well as to gain short-term practical experience.

JA Bulgaria

For over 24 years now, JA Bulgaria has been a leading non-profit international organization in our country, with an established reputation for providing innovative and modern education from the earliest age to university. The portfolio

of educational products and services includes programs in 3 thematic areas: entrepreneurship, financial literacy, and job skills. JA uses the so-called progressive or building on the previous stages model of education ("from ABC to PhD"), through which the key competence of entrepreneurship and initiative is sustainably built. JA's educational philosophy is based on the methods of learning by doing and blended learning using digitized interactive content and high technologies. The organization's business model features close collaboration with businesses and practitioners involved in the creation and delivery of educational content, training, and services, as well as policy development in the fields of education and entrepreneurship. The organization team believes in and works for the cause of "From Enterprising People to a Happy Nation".

JA Bulgaria is a member of JA Worldwide and JA Europe and annually reaches up to 40,000 pupils and students from 450 settlements in the country. In 2022, dozens of companies operating in our and international markets welcomed young people into their ranks and shared precious moments and unforgettable experiences with them.

Beloslav municipality

The idea of introducing young people into the system of the state administration was born after the inclusion of Beloslav Municipality in the MDAAR project "Manager for a day in the state administration". The management of the municipality accepts young people and appoints them under the Youth Program in departments and units of the administration, and their main work is related to their professional training in order to acquire new knowledge and skills. For the period of operation of the program from July to August, a young man aged 18, a student at MG "Dr. P. Beron", majoring in "Informatics", and a girl aged 17, a student at PG "V. Levski" majoring in "Construction and Architecture" were employed in the Beloslav Municipal Administration to work in the "APIO"

Department as an assistant to the head expert "IO" and in the Directorate "OSAB" as an associate of the construction technicians and head architect. Young people do excellently with the tasks assigned to them - they participate in the development of projects with their own ideas. The young man is developing a new web design for the municipality's website, with new sections and opportunities for contact with citizens, for filing complaints, information, alerts, etc. Young people gain new knowledge, learn new skills, gain a clear idea of working in a municipal administration, acquire psychological suitability for work, teamwork skills, as well as skills related to working with citizens, communication competence, skills related to knowing and the use of regulatory documents. They manage to develop management skills and prepare for their future professional realization.

National Youth Forum

National Youth Forum is the largest youth platform in Bulgaria, which unites 50 youth organizations from all over the country. The National Youth Forum is a full member of the European Youth Forum and an active partner of national and European institutions in building and advocating for youth policies. This is the National Youth Council of Bulgaria. The mission is to represent the interests of young people in Bulgaria and their needs, bringing to the fore the meaning and importance of youth organizations, their development, and participation in social and socio-political processes, and to ensure an effective structural dialogue through cooperation with relevant stakeholders and institutions, decision-makers in youth policy.

IYAC Bulgaria

The idea to create IYAC Bulgaria was born in 2009, and although only a few years have passed since then, the organization already enjoys a wealth of experience. The IYAC team is growing, and with it, the enthusiasm of its members is growing

- young people who are not afraid of challenges, like to travel and meet new people, and strongly believe in the European values of tolerance.

IYAC Bulgaria helps hundreds of young people gain international experience, build themselves as young leaders, travel, and spread Bulgarian culture. IYAC Bulgaria works with students and volunteers, participates in charity activities, and organizes sports events.

The IYAC Bulgaria team is composed of active young people who believe in the idea that non-governmental organizations can contribute to the development of society. They work on various initiatives related to culture, sports, volunteering, non-formal education, etc. The goal is to introduce young people to the opportunities offered to them, to contribute to their career and personal growth.

IYAC enables its members to develop their qualities and realize their potential through their participation in local, national, and international youth and social initiatives. The association works on various initiatives related to culture, sports, volunteering, non-formal education, etc.

The main goals of the organization are:

- Building youth leaders, through active participation in the youth sector in order to build good organizational and personal qualities: teamwork, realization of ideas, creation of professional connections, gaining informal experience in the non-governmental sector, development of communication skills, initiative, and innovation.
- Stimulating the participation of young people in decision-making
- Provides a field for the expression and realization of youth leaders
- Promotion of non-formal education and its importance among the youth
- Innovations in the youth sector and youth policies
- Education through sports and outdoor activities

- Good awareness of the young society about the opportunities before it
- Work with disadvantaged people

Means of achieving the stated goals:

- Preparation and implementation of projects and programs corresponding to the objectives of the association
- Organization of charity events, information events, and public discussions
- Use of new information technologies to disseminate information, mobilizing the youth community to achieve the set goals
- Building a system of relations with its members to solve the problems in the youth sector
- Coordination of its activities with related organizations in the country and other countries
- Building a system of relations with its members to solve the problems in the youth sector
- Use of new information technologies to disseminate information and mobilize the youth community
- Partnership with related organizations in the country and other countries

The Intercollegiate Center for Career Development

The inter-university center for career development of the University of National and World Economy - Sofia was established in July 2002, as a continuation of the activity of an international project of the European Union, carried out by the Bulgarian side of the UNSS together with the Union for Economic Initiative. The concept for its construction is determined by the leading idea - that the Interuniversity Center be an active unit that builds and develops the dynamic relationship between students, doctoral students, and other young people, on the one hand, and future employers, on the other. Its purpose is to assist even within

the framework of the university for fruitful information, counseling, and future cooperation of young people with business, to support their professional orientation and career development. The focus of the activities of the Interuniversity Center for Career Development of UNSS is:

- students of UNSS;
- PhD students of UNSS;
- specialists and teachers from UNSS;
- students, doctoral students, specialists, and teachers from other Bulgarian and foreign universities;
- public administration and the social sphere;
- employer organizations;
- trade union organizations;
- leading companies from the business;
- small and medium business organizations;
- non-governmental organizations;
- Consulting agencies and other organizations working in the field of human resource management and development, recruitment, and selection

The scope of activities also includes the development of projects related to the professional guidance and career development of young people. ICRC provides information and advises students, doctoral students, and young professionals in relation to funded programs at national and European levels in the field of youth education, training, work, and leisure, through a regional Eurodesk unit of the European information network Eurodesk, based in the Center. The Interuniversity Center for Career Development of the UNSS was awarded the "CAREER CENTER" prize by the "Human Resources in Bulgaria and European Integration" Foundation and the "Human Resources" magazine. The career counselors at the UNSS's ICRC are certified under the Global Career Development Facilitator

(GCDF) international program, established in 2000 in the USA. The services of the Interuniversity Center can be used by students, doctoral students, specialists, and teachers from UNSS and from other Bulgarian and foreign universities. The center maintains active contacts and cooperation with similar career centers, both in Bulgaria and in the countries of the European Union, USA, Canada, Japan, Russia, etc. The Inter-University Center has an adapted computer space with specialized Jaws for Windows software for visually impaired students. As of 2018, the organizational structure of the Interuniversity Career Development Center includes:

- Career and Professional Development" Unit;
- Specialized unit for practical training;
- Unit "University – business

The main activities of the Interuniversity Career Development Center are:

- Information activity;
- Consulting activity;
- Connections and cooperation;
- Regional Eurodesk unit

The Interuniversity Center for Career Development supports students with:

- information about universities and their study units for bachelor's and master's degrees, doctoral studies, and postgraduate qualifications;
- information on national and international programs, projects, competitions, and other events in the field of professional guidance and career development. Providing information on the activities of the Ministry of Education and Science, the Ministry of Labor and Social Policy, the Employment Agency, the Social Assistance Agency and the Main Labor

Inspectorate and the National Center for Professional Development, and others in this area;

- information and consultations on funded programs at the national and European level in the field of education, training, work, and free time of the youth;
- training of students in terms of activities, competencies, and practical experience from the point of view of their application for individual job positions. Study of the possibilities for validating the digital competencies of the students at UNSS and the use of this validation in the process of their career development;
- conducting permanent training related to the peculiarities and characteristics of the life cycle of the career development of students. Creation of interest clubs related to the career development of students; building a comprehensive policy towards practical training as part of the life cycle of the student's career development;
- Provide access to information resources related to EU policy, available programs within the EU, and other youth-related topics;
- construction, maintenance, and development of a modern organized, and structured site of the ICDC, enabling the provision of a single entry point of communication for all employer organizations when searching for students for individual positions;
- building, maintaining, and developing a Unified Register of Employer Organizations (ERRO) to be used in the career development process;
- building a single electronic portfolio with activities, competencies, and practical experience of each student of UNSS, to be used in the career development process;
- consultations and assistance in preparing resumes and motivation letters;

- consultations and individual preparation for an interview; □ consultations and conducting trainings (e.g. "Preparation of job application documents", "Interview presentation", etc.);
- individual and group consultations for building a personal career development plan;
- relations with regional employment offices, "Labor Bureau" directorates, DBT "Student Labor" and other units of the Employment Agency;
- relations and cooperation with employer organizations;
- relations and cooperation with trade union organizations;
- connections and cooperation with leading international and Bulgarian business companies;
- connections and cooperation with small and medium-sized business organizations;
- relations and cooperation with non-governmental organizations;
- relations and cooperation with mediating/consulting agencies for recruitment and selection of personnel from other organizations working in the field of management and development of human resources;
- connections and cooperation with organizations working in the field of professional guidance and career development of young people;
- connections and cooperation with student organizations and similar centers of the ICRC from the country and abroad;
- relations and cooperation with graduate students - graduates of UNSS, development of a comprehensive approach for cooperation with Alumni Clubs in UNSS;
- relations and cooperation with young people from UNSS and other higher schools with a view to providing informational materials for their professional orientation and career development;

- analysis and adaptation of the requirements of the companies to the internship programs and internships at UNSS;
- conducting professional seminars and presenting to students opportunities for starting work and career development in companies and organizations from the business, social sphere, public administration, etc. (for example, joint participation, as partners with BBLF, the National Center for Professional Development and other organizations in student projects "How to make a successful career in Bulgaria", "Business master classes", "Motivational training - dealing with the challenges of the labor market", "Career Planning", "Career Days", "Youth Economic Forum", etc.);
- expansion and development of career forums. Providing opportunities for the permanent presence of employer organizations in the digital space of the UNSS.

VIII. Research of good practices in Greece

1. Youth policy in Greece

Youth policy in Greece is aimed at young people aged 15-35. At the same time, action is being taken for young people with fewer opportunities and those belonging to specific groups.

Youth and Lifelong Learning Foundation

The Youth and Lifelong Learning Foundation is controlled by the Ministry of Education, Lifelong Learning and Religious Affairs and is responsible for the

Youth and Lifelong Learning Foundation aims to implement actions, programs, and projects to:

- Lifelong learning.
- Youth, with an emphasis on supporting young people in their careers, promoting and supporting youth innovation, c. the management of any matters relating to the care of pupils and students

The Youth and Lifelong Learning Foundation has established a Youth Department, which consists of the following departments:

- Non-public structures and youth services with competencies in the field of youth.
- Youth Councils
- National Youth Council (ESYN)

The National Youth Council was established in July 1998 and is an independent, non-governmental, non-profit federation of Greek youth organizations. Today they make up the National Youth Council, representing the vast majority of young people organized in youth organizations. The role of the National Youth Council is to be the official representative of Greek youth abroad and the main interlocutor of the Greek government on youth issues at the national level, to participate in the Organizational Committee of the Youth Parliament, to be a member of the European Parliament. Youth Forum, Mediterranean Youth Forum, UNESCO Youth Council, relevant UN youth bodies, etc.

Local youth councils

Local Youth Councils are an institutionalized initiative of the General Secretariat for Youth, the Ministry of National Education, Lifelong Learning and Religious Affairs, and the Ministry of the Interior.

Membership registers are maintained in each municipality, consisting of young people aged 15 to 28, giving them the opportunity to participate in collective action and introducing them to the principles of democracy. The aim is to give all young people, especially those from the youth group with fewer opportunities, a chance to voice their concerns and be active in their community. Every two years, elections are held among the registered youth to form the Council of Local Youth Councils, which is responsible for:

- discovering, highlighting, and monitoring the needs and problems of youth at the local level,
- undertaking initiatives and activities, in cooperation with the relevant organization of the local administration, which aims at the free development of the personality of young people,
- Take care to take measures for the active and effective participation of young people in the local society,
- development of cooperation with other local youth councils at national and European levels.

2. Youth NGOs in Greece

“Colored Youth” is an NGO of active citizens who believe that homophobia must be abolished.

<http://colouryouth.gr>

“Children's Heart”, a non-governmental organization focused on the social and financial support of children suffering from heart diseases and their families, www.kardiapaidiou.gr

The Therapeutic Center for Addicted Persons (KETHEA), provides substance abuse therapy and prevention in the wider area of central Greece, www.kethea.gr

“Athina”, a non-profit civil society undertaking actions in the field of mental health and social inclusion, mainly concerning young people and children, www.athina.org.gr

"ARSIS", an organization for social support of young people, aimed at preventing and combating social exclusion of young people, especially between the ages of 15 and 21,

www.arsis.gr

"Kids in Action" aimed at promoting active participation and recognizing the value of non-formal learning, promoting the idea of volunteerism and alternative expressions of art,

<http://kidsinaction.gr>

National Youth Network

Youth information centers: The General Secretariat for Youth promotes cooperation with municipalities and the creation of youth information centers. The youth chain started first in Athens and in the following years in other municipalities throughout Greece, such as Thessaloniki, Halandri, Kallithea, Volos, etc. In 1997, the already existing centers formed a network that was united in an intranet system and provided:

- Free information on issues of interest to young people.
- Access to national and international databases, through free use of computers to surf the Internet.
- Presentations, seminars, and exhibitions on issues of concern to local youth in each region
- Access to youth festivals and other recreational activities, cultural and sports events
- Information on programs organized by the General Secretariat for Youth.

In addition, each Youth Information Center collects and organizes in a single electronic database any information related to the following topics: education, vocational training, work and employment, art and culture, social issues, sports, tourism, environment and conservation, exchange programs and general information about public administration. Since 2000, the network of youth centers has been linked to EURODESK, which is the coordinating body.

3. Examples of good NGO practices

(experience from Greece)

The Greek Forum of Migrants represents more than 30 migrant communities in Greece and is the largest representative body for immigrants in Greece. GFM has participated in several state and EU-funded educational programs dealing with immigration issues and aimed at the social empowerment and promotion of the human rights of immigrants living in Greece. In 2010, GFM organized information meetings for its members on the implementation of the new

citizenship and suffrage laws. GFM is currently developing a program funded by the Stavros Niarchos Foundation, which aims at the social integration of second-generation immigrants, focusing on the critical 16-25-year-old age group, but also addressing other age groups. More organization details can be found on their website:

<http://www.migrant.gr/cgibin/pages/index.pl?arlang=greek>

Project “School for All”

The main goal of the Schools for All project is to integrate refugee children into Greek schools that are safe and inclusive for all. Through the project, school principals and teachers are trained to create safe and inclusive schools and classrooms where refugees are welcome in a learning environment that aims to provide quality education for all.

The training aims to provide school principals and teachers with the tools, competence, and confidence to manage controversy and deal with issues related to intolerance, discrimination, racism, and hate speech in school and the local community. Throughout the school year, school teams of school principals, teachers, and parent representatives are trained and mentored by experienced trainers. The whole school is involved in school activities and seminars.

The "Schools for All" project is implemented under the "Local Development and Poverty Reduction" program in Greece, by the European Wergeland Center (EWC), under the auspices of the Ministry of Education and Religious Affairs and with the support of the Institute of Education Policy (IEP). The Local Development and Poverty Reduction Program in Greece, funded by Iceland, Liechtenstein, and Norway, received a total budget of €6.5 million as part of the EEA Grants 2014 - 2021. The program seeks to contribute to improving social

cohesion and reducing economic and social disparities. The operator of the fund for the "Local Development and Poverty Reduction" program in Greece is SOL Consulting S.A. in partnership with Human Rights 360.

https://ec.europa.eu/migrant-integration/library-document/racism-and-related-discriminatory-practices-greece_en

<https://thewc.org/projects/integration-of-refugee-children-in-greek-schools/>

4. National youth policy programs in Greece

The General Secretariat for Youth implements programs and projects that are related to its three main policy areas:

- unemployment, employment, and labor relations,
- social exclusion (eg. targeting young people living in remote areas), social inclusion, youth rights, and participation,
- environment, climate change, and green development.

Employment and Entrepreneurship

Project "Entrepreneurship Hubs":

Its aim is to support young people who have excelled in entrepreneurial competitions by providing entrepreneurial training and developing entrepreneurial skills, as well as supporting them in realizing their entrepreneurial plans in the free market. It aims to:

- promoting entrepreneurship among young people to help them develop their entrepreneurial spirit and their skills in managing organizational procedures and unit administration, as well as introducing them to research and technological issues

- connecting, in the most effective way, the educational system with the labor market by strengthening the entrepreneurial of students, learners, and students. Duration: 2012 – 2014

Program “Scientific support for young farmers”: It is a program that is in line with the promotion of "green development", decentralized youth policy, and horizontal cooperation at the central and regional levels. Its goal is to make young farmers more competitive by collaborating with the university community to train them in new methods and offer them innovative practices in all stages of agricultural production.

A pilot program, "Triptolemos", for young people up to 40 years old who want to be professionally active in the agricultural sector. It aims to:

- a) strengthening and supporting the participation of young people up to the age of 40 in the agricultural sector and the agricultural economy,
- b) orientation of trainees in new cultures, in sustainable agricultural and livestock holdings
- c) to enable them to promote and distribute their natural or processed agricultural products in both domestic and international markets

Career Card: provides counseling and training services for career guidance. The young person is guided, through counseling, to choose an alternative set of training courses to complement and improve knowledge, skills, and competencies, while the same card will cover:

- the costs of some visits for consultations and seminars by accredited consultants
- the costs of 2-3 training seminars. Still in the planning phase.
- Handbook for newcomers to the labor market

This project concerns the creation of a printed and online guide for new entrants to the labor market. The goal is to collect and code all the information.

"Entrepreneurship Hubs" project: its aim is to support young people who have excelled in entrepreneurial competitions by providing entrepreneurial training and developing entrepreneurial skills, as well as supporting them in realizing their entrepreneurial plans in the free market. It aims to:

- promoting entrepreneurship among young people in order to help them develop their entrepreneurial spirit and their skills in managing organizational procedures and unit administration, as well as introducing them to research and technological issues
- connecting the educational system with the labor market in the most effective way by strengthening the entrepreneurial spirit of students, learners, and students.

5. Measures to re-engage young people in education, employment, or training (NEETs)

Intersectoral action plan of targeted interventions to improve youth employment and entrepreneurship. The aim of the action plan is to promote specific policies and measures for the development of youth employment and entrepreneurship among the two age groups 15-24 and 25-35 in Greece.

Ministries and Beneficiaries: The ministries involved are the following:

- Ministry of Labour, Social Security, and Social Care
- Ministry of Education and Religions
- Ministry of Development and Competitiveness

The total number of beneficiaries under the action plan is expected to reach 358,980 people, of which 65,974 are unemployed. The remaining 293,006 people come from the educational community; more specifically, they are students in secondary and higher education, students in primary vocational education, etc.

Priorities:

- Creation of jobs for young people according to their qualifications.
- Business grants for hiring unemployed graduates up to 35 years old

Description: The aim is to create new full-time jobs in private companies for unemployed graduates. The program lasts a total of 27 months, with the first 24 months being subsidized by the companies, and the remaining three months being covered by company resources.

Beneficiaries: 2474 unemployed persons.

Creation of a National Network for direct social intervention for unemployed youth up to 30 years of age

Description: The main objective is to provide comprehensive services for homeless people and people living in or at risk of poverty. The network aims in particular to recruit the unemployed into new and existing social structures. This action provides two-year funding for 195 social structures (social food shops, social pharmacies, homeless centers, etc.) throughout Greece. Beneficiaries: 1200 people.

Charitable work programs in the field of culture for young people

Description: The aim is to increase employment through co-financed projects that include the construction, promotion, and preservation of cultural infrastructure, as well as services for the preservation of archaeological sites and museums

(archaeologists, architects, engineers, etc.). This program provides employment to unemployed youth for a period of six to seven months.

Beneficiaries: 3,200 unemployed youth under 30 years of age

Strengthening vocational education and training and apprenticeship systems, with an emphasis on combining training and work experience, while further investing in jobs and internships during and after training.

Internships for students and recent graduates

Description: This program supports students and recent graduates from specified educational and training institutions to gain valuable work experience relevant to their studies. The program is aimed at six target groups:

- 1) Internships for students (20,472)
- 2) Internships for students from Technological Education Institutes (TEIs) (10,060)
- 3) Internships for graduates of vocational training institutes (Greek acronym IEK) and other initial vocational training agencies (15,217)
- 4) Internships for vocational students provided by the Organization for Employment of Labor (OAED) (5,042)
- 5) Internships for Merchant Marine Academies students (5,173) Internships for recent technical graduates (8,475) Beneficiaries: a total of 64,439 students and recent graduates

Adopting systematic programs that facilitate the transition from education to employment (school-to-work programs) to support the acquisition of work experience (through a combination of guidance, counseling, training, and employment), tailored to the specific profile and needs of unemployed youth. Introducing a labor market entry check for unemployed youth, according to their qualifications (graduates and those who have completed compulsory secondary and post-secondary education)

Description: This program promotes placement in private sector companies through a structured path to entering the labor market, providing the necessary conditions for the integration of young people into the labor market. This is achieved by acquiring and improving knowledge, in parallel with theoretical training and practical experience in a real working environment, adapting knowledge to the real needs of the production process.

Beneficiaries: 45,000 young people up to 29 years old.

Hellenic Organization of Labor (OAED)

The Hellenic Human Resources Organization is the government body charged with the responsibility of promoting employment in Greece and implementing vocational training policies and initiatives with social partner organizations, local authorities, and the tertiary sector economy, both at the central and regional levels.

Employment programs

- Subsidy program for enterprises to hire unemployed graduates up to the age of 35 from universities and technological higher education institutions
- Work experience program for new entrants to the labor market aged 16-24

- A special three-year program to support employers through a subsidy equal to the amount of insurance contributions, aimed at hiring 2,300 unemployed people with disabilities, ex-drug addicts, ex-convicts, young criminals, or youth at social risk, and a program to subsidize 50 jobs for Ergonomic workplaces for disabled people
- A program to subsidize 800 new entrepreneurs with disabilities, ex-drug addicts, and prisoners aged 18-64 and a program to subsidize 50 workplaces, including ergonomic workplaces for people with disabilities.
- A program to subsidize 4,000 new women entrepreneurs and professionals aged 22-64, entitled "Entrepreneurship of unemployed women aged 22-64"
- Program for New Entrepreneurs from 2009 – Cycle B
- Program for 6,000 new entrepreneurs - young scientists of 2009 - cycle B

Vocational Training Institutes of the Hellenic Labor Organization (OAED)

- Two-year professional training program with subsidized internships in disciplines from the three sectors of economic activity.
- Vocational training programs in the Vocational Training Institutes (IEK) of OAED in specialties from the three sectors of economic activity.

OAED also promotes the following activities for young people:

- financial support for starting a business
- specialized consulting activities (business plan writing, principles of sustainability, etc.) for those receiving financial assistance
- specialized activities to support youth entrepreneurship in the tourism, culture, and environment sectors, according to the specific needs of the local economy
- grants for youth cooperatives and social enterprises

- the "One start, one chance" program allows young people aged 16-25, who have graduated or dropped out of school and do not intend to continue their studies, to join the labor market. It also encourages the recruitment of new employees in the tourism sector by converting the seasonal unemployment benefit into labor market support.

Measures to ensure access to decent housing for young people at risk of social exclusion

The General Secretariat for Youth developed the No One Left Out program to help young people in this period of national financial crisis. It offers services and support to those young people who are on the verge of losing their homes through a network of professionals who act as counselors and mediators between those in need and government authorities, with the aim of helping young people keep their homes and their finances. independence. The program is made possible with the cooperation of the NGO "CLIMAKA for the development of human and social capital to combat social exclusion".

6. Examples from practice

Relevant projects at the regional/national level promoting the social inclusion of young people

General Secretariat for Youth Programs

Project "**Entrepreneurship Centers**": its aim is to support young people who have excelled in entrepreneurial competitions by providing entrepreneurial training and developing entrepreneurial skills, as well as supporting them in the implementation of their entrepreneurial plans in the open market. It aims to:

- promoting entrepreneurship among young people to help them develop their entrepreneurial spirit and skills in managing organizational procedures and unit administration, as well as introducing them to research and technology issues
- to connect the educational system with the labor market in the most effective way by strengthening the entrepreneurial spirit of students, learners, and students.

Program "**Scientific Support for Young Farmers**" is a program that is in line with the main policy objectives of promoting "green development", decentralized youth policy, and horizontal cooperation at the central and regional levels. Its goal is to make young farmers more competitive by collaborating with the university community to train them in new methods and offer innovative practices at all stages of agricultural production.

A pilot program, under the name "**Triptolemos**", for young people up to 40 years old who want to be professionally active in the agricultural sector. The General Secretariat for Youth in collaboration with the Ministry of Rural Development and Food proposed the program to be implemented throughout Greece. It will aim to:

- strengthening and supporting the participation of young people up to the age of 40 in the agricultural sector and the agricultural economy;
- directs students to new cultivation methods in sustainable agricultural and livestock farms;
- to make them capable of promoting and distributing their natural or processed agricultural products in both domestic and international markets.

The aim of the program is to train young people living in cities who are seriously considering returning to rural areas to engage in primary production,

"Youth legal aid": free legal advice and services for socially disadvantaged adolescents and young people up to 35 years of age who are in contact with the law. Services are offered by young lawyers under the age of 35. The program is implemented in cooperation with bar associations in the country, which have signed a relevant contract with the General Secretariat for Youth. Cases can relate to criminal, civil, public, and labor law. This program maintains a strong social character, offering legal protection to young people in need, while also having a strong developmental character, characterized by offering job opportunities and training to young lawyers by taking on the responsibility of defending young people in various cases.

Young Offender Social Work Programme, in collaboration with the Ministry of Justice: Young prisoners can pay off their sentence by offering supervised social work at the Ministry's services to help them integrate into society with fewer problems while receiving training, ongoing counseling, and support.

"We live the way you live" program: Within the Ministry's policy measures to combat social discrimination based on the different sexual orientations of young people. The program includes an appropriate campaign through the press (youth press, local press) to inform and raise awareness among people, organize appropriate seminars, and operate a four-digit helpline providing integrated counseling services to young people, parents, and teachers.

Founding member of the **"National Antibullying Network at School"** (www.antibullyingnetwork.gr): The network was established in 2010. Other members: Greek Ombudsman for Children's Rights, Pedagogical Institute, Children's Psychiatric Clinic of the Medical Faculty of Athens University, Child

Health Institute, Greek Branch of IBBY (International Board of Books for Young People), Association of Child and Adolescent Psychiatrists, Marangopoulos Foundation for Human Rights, Ministry of Education (Anti-Bullying Observatory).

Activities co-financed by the European Social Fund

Local projects for social inclusion of socially vulnerable groups The subject of these interventions is the social activation and coordination of local players to cover the needs of vulnerable social groups in order to implement a comprehensive program for labor integration of persons from the socially vulnerable population. It is estimated that 12,000 people will benefit (from a budget of €60 million) and the implementation of these interventions has already started. In particular, 5,000 people from socially vulnerable groups are expected to find work and 3,000 to create their own enterprises.

Local employment and local network operation plans

Networking of 11 municipalities and one prefecture, within which 9 local networks have been created and managed. Various bodies that directly or indirectly influence employment at the local level participated in these networks. The purpose of these networks is the assumption of action to create jobs.

Learning Greek to promote equal opportunities in accessing the labor market

Teaching the Greek language in certified vocational training centers to unemployed immigrants, refugees, and repatriated population groups at risk of social exclusion. The project aims to facilitate their integration in different social and work environments and to allow them to attend specialized vocational training programs, in line with their qualifications and areas of expertise.

Activation of vulnerable social groups for their integration into the labor market in Corfu and Attica. Staffing of five centers for psycho-social rehabilitation in order to implement a program for the integration of persons from socially vulnerable strata of the population into the labor market. The establishment and operation of the centers in the regions of Attica (Acharnes, A. Liosia, Athens) and Corfu (Achilleon, Parelion) were partially financed by the EP Health Assurance 2000-2006. They serve a total of 75 individuals with chronic mental health conditions and employ approximately 115 staff.

Information network of the Thessalian rural population

The creation and functioning of a voluntary, collective, informal cooperation of institutions consisting of public and private sector bodies, municipalities, social actors, and citizens and structured as a "network". The aim of this network is the development of an extended social debate, following a bottom-up approach, on regional development topics such as quality products and food, organic farming - agriculture, social security structures, environment and water resources, culture and cultural routes, local – intra-regional networks and cooperation.

Discrimination, racism, equality, and the media

Development and pilot implementation of two manuals aimed at the integration of people with different cultural diversity, as well as training of journalists on the problems of social discrimination.

IX. Research of good practices in Turkey

1. Youth employment measures in Turkey as successful practices

State measures to promote youth employment are as follows:

- To diversify employment services in line with the needs of the labor market and to have an active role in recruitment.
- To implement, improve, generalize, and increase the effectiveness of active labor programs to improve the employability of the workforce.
- Effective implementation of passive programs aimed at reducing the socio-economic effects of unemployment.
- To develop a strong institutional structure to dominate the development and changes of the labor market.

In parallel with this development plan, the following successful practices for youth employment have been developed:

- Professional training for basic and professional skills suitable for the requirements of the labor market; implementing policies aimed at reducing youth unemployment, facilitating the integration of young people in the labor market, and ensuring suitability for professional and family life and active labor policies will be implemented based on the analyzes of the effect on a regional and sectoral basis.

- Youth employment and entrepreneurship will be supported within the policy to accelerate the integration of young people into the labor market and increase their skills. Credit support, cash support, and general income tax exemption will be provided for young people who find work for the first time, start a new business, want to run their own business, and are young farmers.
- Courses to develop the qualification and increase the competencies of young people: The courses are organized to ensure that unemployed young people who do not have an occupation or have an occupation that is not attractive to the labor market and are registered with İŞKUR, and people receiving unemployment benefits will be developed into occupations needed in the labor market and employed accordingly. These courses are focused on employment according to the needs of the labor market.
- Entrepreneurship Trainings: İŞKUR has been providing entrepreneurship trainings since 2009 to unemployed young people willing to change their jobs to respond to labor market trends, facilitate the employment of the unemployed, and help them start businesses based on lifelong learning understanding.
- Internship programs: İŞKUR- Turkish Employment Agency, is directly involved in the labor market. İŞKUR aims to employ unskilled labor by giving them the opportunity for vocational training and skills through "employment guarantee courses". The active employment policies implemented by İŞKUR also cover job counseling vocational counseling and on-the-job training seminars in addition to these courses.
- The on-the-job training program, which is one of the active programs in the labor market, aims to reduce unemployment. It is an on-the-job training program aimed at ensuring that young people strengthen their professional knowledge in the workplace.

The on-the-job training program provides young people with the opportunity to gain work experience and skills in their profession or in another field. Students attending the program have the opportunity to complete their mandatory internships through this program and are able to gain experience in the job search process.

2. Flexible security measures targeting young people

Flexicurity measures were introduced to develop a flexible and secure labor market after the Five Year Development Plan (1996-2000). The plan specifies that it is necessary to ensure a firm understanding of flexibility and security in the labor market, compensation for time served, social dialogue, and active and passive labor policies in order to improve the efficiency of the labor market. In accordance with this objective, the following measures were adopted:

- Solving the problem of compensation for time served in dialogue with social unions, by protecting the rights of young workers
- Constant dialogue with social unions and organizations
- Canceling the conditions for using unemployment insurance and extending its term
- Limitation of the duration range of the labor process and working hours
- Generalizing flexible work tools by protecting the rights of young employees.

Effective measures are taken at the state and local levels in Turkey:

- Creation and implementation of a National Youth Employment Action Plan
- Implementation of active youth employment policies by organizations protecting youth rights and employment and vocational training

- Increasing youth employment rates in Turkey's areas with the most migrants.
- Improving the capacity of youth organizations to provide support and outreach to unemployed youth who have limited access to their services
- Identify sectors with competitive advantages in Turkey to create new employment opportunities and stimulate the local economy.

3. Expanding future opportunities for youth in Turkey through vocational education

Academic dissatisfaction and failure after graduation force young people to abandon further education and enter the labor market. Retaining children and youth in the form of education requires multiple resources that respond to needs at community levels. Technical and Vocational Education and Training (TVET) is one such opportunity. A high-quality and pedagogically sound apprenticeship system, where workplaces adopt strong business principles in line with child rights, can be a viable route for young people to stay in education and be supported to gain vocational skills. TVET can provide opportunities for young people at risk of social exclusion and dropping out of education to learn and be prepared for the future through vocational skills that are certified and employable. The vocational training system in Turkey is structured according to the basic professional standards, professional competencies, modular programs, certification, quality assurance, management systems, professional promotion, and guidance. The Professional Qualifications Authority (MYK) was established in 2006. Since its inception, MYK has developed and published 180 National Professional Standards and 21 National Professional competencies assessed at various reference levels by June 2011. The institution continues its activities to develop additional competencies and standards. MEB aims to review existing training

programs taking into account the latest standards and competencies developed by MYK. The vocational and technical training system faces many problems in relation to their impact on youth employment. These problems can be summarized as follows:

- Poor quality of education, mismatch between demand and supply, and lack of demand are the main problems. The link between education and employment still remains weak.
- Program diversity in educational institutions cannot be followed and enriched in parallel with the development taking place in the respective sectors.
- Institutional and sectoral opportunities and comparative strengths of vocational training are not advertised and advertised well.
- Society's reluctance to direct students to vocational schools and expectations of graduates to continue with higher education rather than enter the labor market persist.
- Cooperation between the public and private sectors is not at a satisfactory level to ensure that vocational training meets the needs of the labor market.
- The distribution of the supply capacity in technical secondary schools by districts and regions is not well designed
- In vocational and technical training, the aim is to develop a system of high quality, responding to the new trends and the competencies that need to be built in the youth.
- Today's young generation cannot be transformed into a skilled workforce. There are still differences between the professional competencies identified as a result of recent labor market analyses intended to shed light on program development efforts, on the one hand and the competencies identified by

the MYK. These differences make the validity and reliability of training programs questionable.

The Agency for the Development of Small and Medium Enterprises (KOSGEB) is responsible for increasing the share and efficiency of Small and Medium Enterprises in the industry, as well as their competitiveness. In this context, KOSGEB offers various schemes to support SMEs. These assistance programs are:

- Support for interest payments on loans,
- Support of projects for SMEs,
- Program to support thematic projects,
- Cooperation and Cooperation Support Program;
- Research and Development, Innovation and Industrial Applications, Support Program, Comprehensive Support Program and Entrepreneurship, Support Program.

The target group of "Applied training in entrepreneurship" under the Entrepreneurship Support Program is identified as real persons who want to start their own businesses. These trainings are open to the public and specifically aimed at groups such as youth, women, and disabled people.

Another component of the Entrepreneurship Support Program is "Support for Young Entrepreneurs". This support is intended for young entrepreneurs who have started their businesses after completing their studies and entrepreneurs in the Business Development Center (İŞGEM). The forms of support extended under this scheme include "Enterprise Establishment Support", "Machinery, Equipment, and Office Support in the Establishment Phase" "Operating Cost Support" which

has no repayment obligation, and "Fixed Investment Support ", which must be paid. In case the entrepreneur is disabled or a woman, the extended support of KOSGEB is increased by 10%. KOSGEB is engaged in social entrepreneurship training, social enterprise support, and business development center support (İŞGEM) within the framework of entrepreneurship project support. Program in accordance with the following objectives:

- support and promotion of entrepreneurship as the main factor for solving the problems of development and employment;
- creation of successful and sustainable enterprises;
- promotion of youth entrepreneurship;
- supporting entrepreneurship by creating business development centers;
- increasing youth employment and supporting entrepreneurship based on local dynamics.

4. Activities of employers' unions in Turkey related to youth employment

Youth employment and economic empowerment are essential components of a sound foundation in any society. Having decent work is crucial for young people and their future, but it also has an effect on young people's social lives and professional development. The current challenge lies in simultaneously creating jobs for the growing youth population and addressing related issues such as skills mismatch, job search, and the sub-optimal school-to-work transition situation, especially in the developing world. Disadvantaged youth often benefit most from the creation of new opportunities, skills training, support for small and medium-sized enterprises, and investment in education, all of which contribute to providing the knowledge and tools needed to compete in the international labor market.

Within the Financial Support Program for Social Inclusion and Social Integration 2010, which was implemented by the Istanbul Development Agency from July 2011 to December 2012, 13 projects were implemented with the aim of contributing to social development by providing the participation of disadvantaged groups who are subject to social exclusion in economic and social life and their integration into society. Among the target audience of these projects are people with disabilities, women, and unemployed young people. In connection with the social inclusion of these groups, activities such as providing professional training to increase their suitability for employment have been carried out. The Social Support Program (SODES), which was introduced in 2008, is a social development program that aims to meet the demands caused by immigration, poverty, and unemployment in the area and the changing social structure in order to strengthen human capital of the disadvantaged parts of Turkey and contribution to the process of social integration. Mobilizing the local dynamics in the cities where it is implemented, the program supports projects in the fields of employment, social inclusion, culture, arts, and sports with the aim of eliminating social problems caused by poverty, immigration, and urbanization, responding to the demands caused by the changing social structure, strengthening social solidarity and integration and ensuring more active participation of disadvantaged groups in economic and social life. The program for supporting projects for social inclusion is implemented within the framework of the Program for supporting youth projects for 2013, which is implemented by the Ministry of Youth and Sports. In this regard, the "social inclusion" projects of the universities were supported by the Ministry of Youth and Sports. The Social Inclusion Program aims to increase the participation and adaptation of young people who are disadvantaged due to social, economic, and physical barriers, medical problems, geographical factors, and educational needs, in all spheres of social life; support the social adaptation of young people who are excluded from social life and make

them an organic part of the social structure; use social, cultural and economic differences as a means of bridging; promoting voluntary work and raising awareness of volunteering.

5. Main inclusive youth work programs and target groups

Within the Youth Project Support Program for 2013, 40 programs proposed by universities under the heading of social inclusion are supported by the Ministry of Youth and Sports. In addition, several social inclusion projects proposed by non-governmental organizations are supported under the Youth Project Support Programme. These supported projects aim to work to ensure that young people excluded from social life participate in every sphere of life; offering better conditions to disadvantaged youth with the activities and training within the project; young people's feelings of social belonging are strengthened; structures in which young people can express themselves are supported; students have the opportunity to fulfill their social responsibilities towards society; their sensitivity and awareness are raised and volunteering is put on a sustainable basis by promoting university clubs.

The "**Industry Apprentices Future Stars**" project is a program that aims to improve and discover the other skills and potential of young people by providing sporting, social, and cultural fields of activity to young people who have "Apprentice Training" in vocational training centers that cannot find a suitable space for social activity and do not have opportunities to spend their free time in a useful way. Within this program, young people have the opportunity to socialize and spend their free time effectively through joint participation in certain educational, cultural, and sports activities.

Training and support for youth workers involved in social inclusion programs

A major source of youth workforce for social inclusion is youth and sports experts and assistant experts, social workers, psychologists, sociologists, and youth leaders. In order to support the maintenance and increase of employment, the improvement of the professional qualities of the unemployed, the reduction of unemployment, and the attraction of the needy groups to special policies in the labor market, the Turkish Employment Agency organizes vocational education courses, on-the-job training programs, programs for entrepreneurship education, public interest programs, and other courses, programs, projects, and special practices within active labor services. It is preferable for course participants to obtain a professional qualification certificate that is internationally valid. In cases where this is not possible, a document of a completed course or a certificate that is approved by the Ministry of National Education or the university is given. The unemployed who are being trained are placed in the private sector enterprises according to their occupation and vacancies. Those who take part in on-the-job training receive a certificate of on-the-job training and those who take part in the entrepreneurship training programs receive a certificate of participation in entrepreneurship training, enabling them to benefit from the support provided for KOSGEB (Administration for the Development and Support of Small and Medium Businesses) entrepreneurs. KOSGEB provides educational and consulting services and support for SMEs. At the end of the basic level of the entrepreneurship education program, participants receive a certificate of participation in applied entrepreneurship education within the entrepreneurship education program. This document is used when applying for KOSGEB New Entrepreneur Support.

Specialized training for professionals in the field of education, culture, and youth

Within the opportunities provided to teachers, instructors, and youth workers to be able to improve their professional competencies, the Ministry of Culture and Tourism always contributes to improving the productive and creative skills and talents of young people with its artists, technical staff, and administrative staff in the field of state theaters. In particular, teachers, instructors, and youth workers receive professional support in relation to theatre. The Directorate General of Teacher Training and Development at the Ministry of National Education runs a number of standard and in-service training programs. These training courses and workshops cover more than 50 educational, artistic, and cultural branches such as the use of technology, the use of new technologies in measurement and evaluation, health, communication, crafts, visual arts, graphics, and photography. Since young leaders, who are an important element of youth organizations in Turkey, are directly involved in the activities carried out with young people in the field of culture and art and are involved in the realization of such activities, they are subjected to development training in this area as well. The topics of the development training courses provided to youth leaders according to the Ministry of Youth and Sports Instruction on Principles and Procedures for Youth Leadership Development Training are as follows:

- Youth centers
- Leadership and youth leadership
- Institutional culture
- Fundraising/Sponsorship
- Relations with non-governmental organizations
- Project cycle and stakeholder analysis
- Volunteering

- Community and disadvantaged groups
- Historical and cultural values
- Values training
- Fight against bad habits
- Event design
- Groups for events (drama, theater, music, literature, folk dances, etc.)
- Fundamental rights and freedoms
- Youth psychology
- Time management
- Solving various problems
- Team management and group work
- Communication skills
- Label
- Diction
- Motivation
- Social media and internet

6. Partnerships between the cultural and creative sector, youth organizations, and youth workers

Regarding the culture and creativity sectors, the main form of cooperation and partnership between youth organizations and youth-related public agencies is the joint implementation of projects and grants provided to non-governmental organizations in these areas. The Culture Program promotes cultural cooperation in three different areas:

- Support for cultural activities

- Support for organizations working in the field of culture at the European level
- Support for organizations carrying out impact assessment and analysis in the field of cultural policies.

X. Possibilities to adapt good foreign practices

Association "European Academy of Florence" (Accademia europea di Firenze) was registered in 1992 and aims to spread intercultural learning and the European dimension of education both in the formal and informal spheres, the exchange of traditions and cultures, social inclusion, equal opportunities, and human rights. In particular, the "European Academy in Florence" aims to support the development of personal and professional competencies of children, young people, and adults both locally and internationally by promoting research and innovation in the field of:

- intercultural education with children, young people, and adults;
- professional orientation;
- management of training and orientation internships in Italy and abroad;
- planning and implementation of professional training plans; □
- access to the labor market, etc. The organization has extremely rich experience in organizing mobilities (training, internships, exchange of experience) both for Italian citizens abroad and for foreigners in Italy.

The association works very actively at the local level, providing a number of services in the social and educational sphere on behalf of the municipality of Florence and/or the region of Tuscany, among which the management of youth centers, provision of information, consultations, and trainings in public

institutions, such as the EuropeDirect centers and the employment service, provision of language courses, etc. The project is based on the following methodology:

Inclusion of a diverse and decentralized target group - the target group of the project includes persons who are directly or indirectly related to working with young people at the local level. These are persons responsible for youth centers, homes, and activities, as well as persons involved in the activities of non-governmental organizations that work with young people and especially with young people at risk. The representatives of the target group, who are directly involved in the project, are from 10 different settlements throughout the country. In this way, the project achieves a much greater impact, going beyond the confines of a single organization or structure.

Social experimentation is one of the most important parts of the project and as such is preceded by many preliminary activities (adaptation, planning, and consultation). Social experimentation is carried out in parallel in 10 settlements, experimenting with that part of the learning within the framework of the project, which the representatives of the target group consider applicable, necessary, and useful. The method was chosen due to the possibility of bringing the process of transferring innovative practices to a real result.

Networking is an important part of the project methodology and directly supports its specific objective. Networking is done on two levels:

1) National level – concerns networking between representatives of the target group from different localities, ensuring a constant exchange of ideas, information, and experience. Networking is also important due to the fact that not all representatives of the target group have the opportunity to be equally involved in all activities.

2) International level – concerns networking between representatives of the target group, the Italian partner, and stakeholders from Italy.

Models of cooperation between local authorities and civil society structures In a number of program documents at the local and national levels in Italy, the principle is emphasized that the implementation of youth policy at all levels is based on cooperation between authorities and civil society structures. Participants in the "Youth without Borders" project have the opportunity to familiarize themselves with two models that illustrate how this cooperation is structured.

The first model involves the joint management of youth centers and is based on the delegation of this management by the municipality of Florence (although the model is widely used throughout Italy) to cooperatives and associations on a competitive basis. The second model concerns the management of the multi-million project of the Tuscany Giovanisi region. This model is specific to the region and is based on the broad participation of stakeholders and target groups in the programming and implementation of activities.

The essence of the model: The management of municipal youth centers in Italy is traditionally done on the basis of open tenders. This is an administrative procedure for awarding a contract for services that are carried out by bodies, organizations, or persons within the public sector. What is specific about this model is that in many cases the activities are delegated through a public tender not because European, national, or regional law requires it, but because the local authority has come to the conclusion that it would be better if the given service is performed by organizations from the third sector and not from the administration itself. The procedure by which the model works is as follows:

1. It is decided which public services will be better performed by organizations from the third sector, instead of directly by the municipal administration or its structural units;
2. A public tender is announced, in which the main parameters of the service are described and the maximum price is indicated;
3. Choose the offer that offers the best service and the best price. The formula by which bids are evaluated varies from case to case;
4. A contract is concluded for a certain period, in which the municipality, as a rule, monitors the implementation and supports it;
5. With the expiration of the contract, the procedure is repeated - whether the service will be provided by the same contractor depends on the offered offers.

Advantages of the model: It is not by chance that the model of delegation of activities in the social sphere is so widespread in the Tuscany region and in Italy in general. It brings a number of advantages, which we will briefly outline here. The most important advantage of this kind of cooperation is that it improves the quality of the service. This happens for a number of reasons. The first of them is in the different relationship that is built with young people. Since we are talking about youth centers whose main task is to attract and work with young people, we have to admit that local authorities rarely manage to "speak the language of young people". A qualitatively different approach is offered by youth organizations and social cooperatives, which in their majority are made up of young people and in most cases are aware of the problems, interests, and motives of the young people with whom they have to work.

The contact and level of trust that youth organizations build with young people is on a completely different level, Italian experts say. This helps them to plan and

deliver activities that young people really need and participate in, rather than what the local authority thinks they need. The latter applies even more strongly to working with young people at risk - the organizations that manage services related to them are usually highly profiled in this area and can use competencies, contacts, and approaches that the administration as a rule cannot. Youth workers are also largely exempt from many restrictions facing municipal officials, even when it comes to purely domestic matters such as style of dress, manner of expression, etc., which however have their significance when it comes to working with young people. The second extremely important advantage of this model from the point of view of local authorities is economic efficiency. Along with the offered quality, the other main criterion by which the municipality chooses a contractor is the offered price. This allows the local authority to provide the best services within the youth budget available. Italian experts are adamant that delegating services to the civil sector makes the service cheaper than if it were performed by the municipal administration itself. The model has its advantages not only from the point of view of local authorities but also for civil organizations themselves. Delegating the management of youth centers allows youth organizations to exist, gain experience and capacity, and develop. They also use the accumulated competencies in their work beyond what is delegated to them by the municipality

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