Deliverable D002.004

SUSTAINABILITY PLAN

PROJECT: Revealing the hidden resources: supported employment for NEETs with support needs (ESF-SI-2023-SKILSS-01)













EXECUTIVE SUMMARY

The project *Revealing the hidden resources: supported employment for NEETs with support needs* (November 2024 – October 2026) aimed to tackle unemployment amongst 18–29-year-old NEETs (Not in Education, Employment or Training) by implementing a Dutch transformative supported employment model in Lithuania and Finland, with a focus on coaching and mentoring. The partners were SWOM (the Netherlands), ŽISPB (Lithuania), VALO (Finland) and Humak UAS (Finland).

The project produced the guidebook "SWOM Model. Implementation, Guidelines for Practitioners in Lithuania and Finland" (deliverable D003.002) which offers information on resources needed for implementation of the SWOM model outside its original Dutch context, thus supporting the sustainability of the project's work. The White Book (deliverable D004.002) written by the project identifies the existing frameworks and resources of the ecosystems offering the tools and methodology and recommendations for policymakers. The stories of the young unemployed participants (deliverable D002.003) and testimonials of the beneficiaries of the project (deliverable D005.004) collected by the project describe their experiences of the sustainable effects of the project.

After the project period, each project partner continues to use the results of the project in their operation. Continuing dissemination strengthens the sustainability of the work of the project.

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1 INTRODUCTION

The project *Revealing the hidden resources: supported employment for NEETs with support needs* aimed to tackle unemployment amongst 18–29-year-old NEETs (Not in Education, Employment or Training) by implementing a transformative supported employment model from the Netherlands (SWOM) in Lithuania and Finland, with a focus on coaching and mentoring. The target beneficiaries are people with physical and/or mental disabilities, those at risk of poverty, those with low qualifications and skills, migrants and others facing barriers to employment. The partners of the project were from the Netherlands (SWOM), Lithuania (ŽISPB) and Finland (Valo and Humak UAS). The project ran between November 2024 and October 2026. During the project period, 91 NEETs were given coaching and 30 were placed in employment.

There was a clear division of labour amongst the project partners. Consequently, the roles of partners varied to some extent. SWOM, the developer of the model utilized in the project, had the role of the mentor and the advisor. ŽISPB and Valo piloted and rooted the SWOM model in their countries and Humak was the evaluator of the project.

The project piloted the SWOM model in Lithuania and Finland. In short, the SWOM model consists of the mapping of the situation of the young job applicant and coaching and matching the candidate with a right employer. The emphasis is on finding the perfect match. The candidate is supported by the professional before, during and after the employment. Simultaneously, the employer is supported and trained to understand and meet the needs of the candidates to ensure successful employment.

The SWOM model has been successful in the Netherlands. However, transferring a model to another country and environment is not a straightforward process. Different national practices, legislation and, in this particular case, the different labour market situations influenced the national application of the model. The project was piloted and explored the SWOM model in Šiauliai (Lithuania) by Žispb and in Turku (Finland) by Valo. Žispb and Valo have obtained new funding, and the SWOM model continues to be used in these new projects after the original project has ended. Furthermore, as it is the cumulative practice of both partners, methods and knowledge acquired in the project will be integrated to their functions.

2 PARTNERS

Všį Žmogiškųjų išteklių stebėsenos ir plėtros biuras (ŽISPB) is a non-governmental organisation established in 2010 and based in Šiauliai, Lithuania. The organisation provides social, psychological, educational and employment-related services to people experiencing social exclusion or facing barriers to participation in the labour market. Its multidisciplinary team includes employment-support specialists, social workers, psychologists, addiction specialists and youth workers.

ŽISPB has extensive experience supporting NEET young people, people with disabilities, long-term unemployed people, people leaving correctional institutions or under probation supervision, social-assistance recipients and others experiencing complex social and employment-related barriers. Its approach combines individual assessment, motivation and confidence-building, development of social and practical skills, career guidance, employer mediation, multidisciplinary support and assistance during the transition into employment.

The organisation has developed this experience through national service provision and previous employment-integration initiatives, including *Aš galiu!*, SEPAL and *Teigiamas efektas*. The *Revealing the Hidden Resources* project has added the SWOM supported-employment model, international learning and new tools to this existing body of experience.

Founded in 2012, **SWOM** is a Dutch Social Enterprise, supporting young professionals and adults who face barriers to entering the labour market, whether due to limited experience, language challenges, or a gap in their work history. Through personalized coaching, participants grow both personally and professionally. SWOM's guidance doesn't stop at the job offer, but includes ongoing support before, during, and after job placement to help ensure lasting success. At the same time, SWOM closely works with employers to make their organisations and vacancies more inclusive. By offering hands-on advice and support, they build sustainable matches.

In the Netherlands, 1.2 million people are excluded from the workforce and broader society, often because of a disability, their background, or a maze of complex rules. SWOM believes in a labour market that is inclusive and accessible where everyone has a place and the opportunity to contribute. Together with employers and policymakers, SWOM aims to break down the barriers that hold people back from meaningful work. Through these partnerships, the SWOM Academy supports candidates by providing coaching and support they need to enter the workforce with confidence.

SWOM also plays a leading role in public-private partnerships (PPPs), acting as the coordinating party in initiatives like "Baankans" in The Hague. Baankans brings work closer to people, and people closer to work, by meeting them in their own neighborhoods. Together with social entrepreneurs, SWOM aims to create real opportunities for those who need an extra push.

Valo-Valmennusyhdistys (VALO) is a Finnish non-profit organization and social enterprise that promotes inclusion, wellbeing and participation through coaching, rehabilitation, education and community-based support. VALO works with people in vulnerable life situations, supporting pathways toward employment, education, independent living and meaningful participation in society. With offices across nine regions of Finland, the organization provides services at both regional and local levels. In Southwest Finland, activities are coordinated through its development unit in Turku, which offers employment support, vocational rehabilitation, youth outreach work, supported housing and workshop-based services.

VALO has extensive experience in supporting young people and adults facing barriers to employment and social participation. This expertise has been strengthened through national and international development initiatives, including FATE – From Adventure to Employment, TEKO – Employment Promotion Ecosystem, NOPPA – Youth Participation through Gaming, Artificial Intelligence and Genuine Inclusion, and OART – Preventing Youth Offending, all of which promote employability, inclusion and wellbeing among vulnerable groups.

The Revealing the Hidden Resources project has further strengthened VALO's work with NEET young people by introducing supported-employment methods, international learning opportunities and practical tools for employer engagement. These experiences have complemented the organization's existing expertise and contributed to more individualized pathways to employment for young people with support needs.

Humak University of Applied Sciences (Humak) provides higher level education for nearly 3 000 undergraduates and post graduates with its staff consisting of 160 experts. Over the past almost 30 years, more than 5,600 professionals with strong field-specific expertise have graduated from Humak at Bachelor's and Master 's level degrees, e.g., in Community Education to work as professionals in the fields of youth work, NGO work, workplace community development, and adventure and outdoor education. Humak is based in five cities in Finland (Helsinki, Tampere, Turku, Jyväskylä and Kuopio), but it also operates nationwide and online. Humak has about 40 ongoing RDI projects, both at national and international level. The core of Humak's mission is to build more humane world that meets the needs of the individuals and communities.

3 RESOURCES

This chapter discusses identification and mobilization of the resources needed to sustain the results of the project. One of the key factors for ensuring the sustainability of the results is understanding the importance of national circumstances to the implementation of the SWOM model in a different country. During the project period the partners have adapted and modified the model more suitable for their countries, e.g., as the target groups differed from the clientele of the original model, more meetings were needed with the coach, and the duration of the coaching process had to be longer than in the original model.

The national contexts are analysed in detail in the guidebook "SWOM Model. Implementation, Guidelines for Practitioners in Lithuania and Finland" (deliverable D003.002). The guidebook examines the methodology and the national application of the SWOM model. The book offers information on resources needed for implementation of the SWOM model in the partner countries, thus supporting the sustainability of the project's work.

The project has also produced a White Book (deliverable D004.002), which identifies the existing frameworks and resources of the ecosystems. The White Book presents, e.g., the tools and methodology, and gives recommendations for policymakers.

The following pages will provide a general overview of the resources of the partner country.

In Lithuania, four ŽISPB employees were trained in the SWOM model during the project. They form the core of the organisation's internal capacity to continue using the model and are transferring their knowledge to the wider team. The SWOM Personal Profile, Capacity to Work scale, mentoring approach and employer-engagement practices will be incorporated into ŽISPB's existing employment-support service and combined with motivational interviewing, trauma-informed practice and multidisciplinary assistance already available within the organisation.

ŽISPB has also secured funding for a further three-year project through which social-integration and employment-support services will continue. This creates a direct pathway for applying the knowledge and tools developed through *Revealing the Hidden Resources* beyond the original project period. The model will be used not only with NEET young people but also with long-term unemployed people, people leaving correctional institutions or supervised by probation officers, people with disabilities, social-assistance recipients and other people experiencing social risk who have limited opportunities to enter and remain in the labour market.

The aim of this continuing work is to increase participants' social independence and opportunities to integrate into the labour market by providing coordinated social-integration and employment-related services. The SWOM model will therefore become an additional

component of ŽISPB's broader employment-support methodology rather than remain a stand-alone project intervention.

The main resources required for continuation are trained employees, sufficient staff time for individual coaching and employer engagement, access to multidisciplinary specialists, appropriate participant referral mechanisms and continued funding for intensive and follow-along support. ŽISPB will also retain the project's methodological materials, White Book, practical tools, case studies and evaluation findings for use in staff induction, internal knowledge transfer, future projects and service development.

ŽISPB's organisational practice is cumulative: methods and knowledge developed through one project are integrated into subsequent services rather than set aside when the funding period ends. Previous employment-integration projects created the professional foundation on which the SWOM model could be adapted, while the present project has further strengthened the team's capacity to provide individualised and sustainable employment support.

The Netherlands is the original context of the model. For SWOM, sustainability does not primarily depend on maintaining the model after the project, as the methodology is already embedded in the organisation's day-to-day practice. Instead, the main sustainable value of this project lies in the knowledge and experience gained by continuing to transfer and adapt the model within different national contexts with current and potential international partners.

Working with partners in Lithuania and Finland has provided SWOM with additional insight into which elements of its approach are universally applicable, and which require further adaptation to local conditions, such as the labour market, support systems, organisational structures and target groups. These experiences can be incorporated into SWOM's future work when advising or cooperating with organisations outside the Netherlands.

An additional resource resulting from the project is the experience with transformative evaluation and the collection of meaningful stories. For SWOM, this approach can complement existing methods of monitoring outcomes by making changes visible that are not always necessarily reflected in quantitative indicators (such as job placements). Where appropriate, elements of this approach can be incorporated into future evaluation and impact communication.

The project materials, including the implementation guidelines, White Book, case studies and evaluation findings, will also remain available as resources for SWOM's future training, as well as knowledge-sharing and international cooperation.

In Finland, the outcomes of the Revealing the Hidden Resources project will be sustained by integrating the project's methods and learning into VALO's regular employment-support services. The supported employment approach adapted from the SWOM model has strengthened individualized client guidance and will continue to be used in work with young

people and adults facing barriers to employment. The project has further reinforced person-centred practices, employer engagement and tailored pathways towards education and work.

During the project, several practical group-based activities were piloted, including the Working Life ABC Workshop, Job Search and CV Workshop, and Job Interview Workshop. These workshops proved to be valuable tools in supporting participants' employment readiness and will become a regular part of VALO's service offering. Alongside these group activities, the individualized support and coaching approach introduced through the project will continue to be embedded in daily client work.

The project has also created a foundation for further development through the newly launched KOTE project, which continues work around employment, participation and inclusion. The project is implemented in cooperation with the Turku Employment Area and Sateenkaarikoto. Within KOTE, VALO will continue to apply and further develop the practices, tools and client-centred approaches that have proven effective in the Revealing the Hidden Resources project, ensuring that the project's impact extends beyond the original funding period and contributes to sustainable service development.

Also in Finland, Humak UAS is supporting the sustainability of the project by disseminating its results to the community educator students specializing in youth work and NGO work on five campuses across Finland and online. The bachelor and master level students in their turn will support the implementation of the results in various municipal and NGO workplaces during their practical training periods and after their graduation as professionals. As the academic partner of the project, Humak UAS is contributing to the sustainability also with inputs in academic discussion after the project period.

4 NETWORKS AND COOPERATION

This chapter deals with strengthening partnerships and collaboration networks established during the project to facilitate continued cooperation and support.

Regarding the strengthening the partnership, there three important structures which have laid a firm foundation for the partnership and enabled its growth to a network which will continue to exist after the project. These structures are the kick-off week, steering committee meetings and the intervisions.

During the kick-off week, the partners started strengthening their partnership by getting to know the personnel of the other project partners and work done in their organisations. The learning experiences of the kick-off week were summarised in the training reports (deliverable D000.001) which contributed to mutual learning and understanding the work of the project.

In addition to the regular steering committee meetings (deliverables D001.001; D002.001). Approximately bimonthly held meetings were frequent enough to ensure up-to-date communication and lower the threshold for contacting the partners between them. The importance of getting to know other project members cannot be underestimated. It is also easier to contact a familiar partner than, e.g., a partner seen two- or three-times a year. The communication outside the SMCs was done with email and in some cases by WhatsApp.

Online intervisions (activity A003.002), led by the Dutch partner SWOM, have been a significant activity for strengthening the partnership and communication between the partners. This activity has promoted mutual learning between the partners and the sense of working community, although the partners are working in different countries with their own clients. The key to a successful intervision session has been careful preparation of the intervision, in addition to a warm and safe atmosphere for sharing questions related to client cases.

The two-year-long project period has brought the project partners closer to each other and the threshold for contacting partners has become very low. At the national level, in addition to new connections, former partnerships and collaborators have supported the work of the project. As the partners are well-established and known actors in their geographic areas, the tools provided by the project have been integrated in daily work with regional networks and partners. Sustainability of the methodology is secured by making it a part of their normal operation. The following pages offer an overview on the national networks and cooperation.

In Lithuania, ŽISPB will continue cooperating with the Employment Service in Šiauliai, probation services, municipalities, social-service providers, educational institutions, vocational-training providers, non-governmental organisations and other bodies that can identify and refer people requiring employment support. These partners are also important for addressing barriers related to housing, health, addiction, education, transport, social skills and legal or financial difficulties.

Employer cooperation developed throughout the project will be maintained through ŽISPB's employment-support team. The organisation is a member of the BNI business network and the Šiauliai Industrialists' Association, providing continued access to employers and opportunities to raise awareness of inclusive recruitment. Contacts and cooperation have also been developed with employers including McDonald's, Telia and Rimi, alongside other local and regional businesses.

During the later stages of Revealing the Hidden Resources, employers increasingly began contacting ŽISPB directly and asking whether the organisation could refer suitable candidates for available positions. This demonstrated that trust and recognition had grown, but it also revealed the limitations of working with a fixed and relatively small participant group within a time-limited project. Continued employment-support activities will enable ŽISPB to respond to this employer interest, involve new participants and make better use of vacancies and workplace opportunities offered through the expanding network.

ŽISPB is also the initiator of the Social Breakfast networking initiative in the Šiauliai region. These monthly meetings bring together non-governmental organisations, public institutions and other community actors, including organisations from other Lithuanian regions. The network creates a regular space for sharing information, identifying cooperation opportunities, improving referrals and discussing challenges experienced by socially vulnerable groups. It will provide an additional platform for disseminating the project's results and strengthening cooperation around inclusive employment.

The relationships established with SWOM, VALO and Humak may also support continued exchange of methods, consultation on practice, development of new initiatives and cooperation in future European projects.

Regarding the Netherlands, one of the most valuable outcomes for SWOM is the international professional network developed during the project. The cooperation with ŽISPB, VALO and Humak has created relationships that can continue beyond the formal project period through informal consultation and potential cooperation in future European initiatives.

During the project, SWOM facilitated online intervision sessions in which professionals from different countries could discuss cases, exchange perspectives and learn from each other. These sessions have been an important contribution to mutual learning and to creating a sense of professional community across national borders.

This experience demonstrates that intervision can function as a relatively accessible way of transferring expertise between (international) organisations. These sessions are able to provide a space for practitioners to discuss and reflect on real cases, specifically to determine how these supported-employment principles can be applied within their own contexts. SWOM can continue to explore how to use intervisions when working with other European NGOs and organisations.

From them viewpoint of Finland, one of the key outcomes of the project for VALO-Valmennusyhdistys has been the strengthening of cooperation networks that support the employment and social inclusion of people facing barriers to labour-market participation. During the project, VALO established new contacts with employers, recruitment agencies and temporary-work providers, creating additional opportunities for participants to access employment, gain work experience and build connections to working life.

The project has also strengthened VALO's cooperation with public authorities and other stakeholders supporting employment and inclusion. Collaboration with the Criminal Sanctions Agency of Finland has continued to develop and will remain an important part of supporting individuals who require additional guidance on their pathway towards employment. In addition, many of the partnerships created during the project will continue through the newly launched KOTE project, enabling VALO to further apply and develop the supported-employment practices introduced through Revealing the Hidden Resources.

The relationships established with SWOM, ŽISPB and Humak provide a strong foundation for future knowledge exchange, sharing of good practices and potential cooperation in future European initiatives. Together, these partnerships help ensure that the methods, tools and approaches developed through the project will continue to benefit new participants and contribute to the ongoing development of inclusive employment support within VALO.

Also, regarding Finland, Humak has deepened its longtime cooperation with VALO and strengthened its international network of youth work practitioners. For a university of applied sciences, cooperation with national and international practitioners is important to stay up to date and have a lasting dialogue with professionals and working life to be able to offer high-quality teaching to the students. Furthermore, the Finnish universities of applied sciences have a legislative duty to contribute to the regional development in their field. For Humak, further cooperation with ŽISPB, VALO and SWOM in future European initiatives is a most interesting and welcome scenario.

5 EMPOWERMENT

This chapter discusses engaging local communities and grassroot organizations in sustaining project outcomes. Empowering community members to take ownership of initiatives, mobilize resources, and drive local development efforts that promote social inclusion and economic empowerment.

The collected stories (deliverable D002.003) of the clients of the project draw a compelling picture of the empowerment they have experienced during their participation in the project. The total of 45 stories, 15 stories collected in each country, testify to the importance of the project's activities to their growth as a job applicant and eventual placement in working life. Clients attest the project has changed their life, and they would not be in their present situation without the project. The project has boosted their confidence in their own abilities and given both practical and emotional support to enable them to find their working life paths and employment. As a result, finding a job has given them independence and a possibility to plan their long-term future. Furthermore, telling their own stories have given the clients an opportunity to reflect their growth and achievements thus empowering them further.

Testimonials (deliverable D005.004) describe the empowerment of the employees who worked as coaches in the project and employers who hired clients of the project. The coaches felt empowered by the success of their clients. As a clientele NEET young people are not the easiest group. Practitioners who work with them may often will inadequacy when faced with a young person with no educational background, no work experience and physical and mental challenges or unrealistic expectations or the lack motivation to seek employment. Limited resources and consequently inability to allocate enough time to the young person who is not able to move onwards in life or search for a job independently may lead to an ethical dilemma resulting work related stress or work strain. The project and the SWOM model offered the coaches an opportunity to allocate more time to their clients and pace the counselling process to the client's ability to make changes in their lives. The SWOM model also enabled spending more time with the potential employers giving them valuable knowledge on productive interaction with employers.

Based on testimonials, face-to-face meeting with a young applicant who has special needs was an empowering experience. Many prejudices and misconceptions were erased with a meeting. Furthermore, the support offered by the project before, during and after employment made hiring easier for the employer. The project also informed the employers about the available benefits related to hiring a candidate. For many employers this was new information and contributed to the decision to hire. Employers also valued the thorough background work of the project which made it possible to match the right candidate with the right employment. Having a perfect fit was an empowering experience for employers.

At the national level, the project also contributed to social inclusion and the sense of community. On the one hand, the young clients of the project have been able to feel needed in working life and in society in general. Fulfilment of this very basic human need has been

empowering for them. Furthermore, job placement and being able to earn one's livelihood contributes to social cohesion and stability. On the other hand, the project has offered the local employers a tool for fulfilling their social responsibility.

The following paragraphs describe the results of the project at the national levels.

In Lithuania, Sustainability at the participant and community level will be supported through continued access to ŽISPB's employment-support and multidisciplinary services. People referred by partner organisations will be able to receive individual assessment, employment coaching, mentoring, specialist assistance and employer mediation according to their needs. Where employment barriers extend beyond job searching, participants can be referred internally to psychologists, social workers, addiction specialists and other members of the ŽISPB team.

The project has strengthened ŽISPB's ability to recognise progress that occurs before formal employment, including increased confidence, improved daily routines, greater independence, clearer employment goals and more consistent engagement with services. This broader understanding of progress will continue to inform work with target groups that may require longer preparation before active job matching is realistic.

Local organisations will remain involved through participant referrals, joint case coordination, information exchange and cooperation within the Social Breakfast network. Employers will be invited not only to offer vacancies but also to communicate their workforce needs, provide workplace-exposure opportunities and contribute to more inclusive recruitment and onboarding practices. This will help ensure that employment support responds to both participants' circumstances and actual labour-market opportunities.

Where appropriate, and with their consent, former participants' experiences and success stories may also be used to encourage others, demonstrate the value of supported employment and help employers better understand the potential of people whose abilities may not be visible through conventional recruitment processes.

The model piloted in the project was developed in **the Netherlands**. For SWOM, the project reinforces the importance of looking beyond employment placement as the only measure of success. The participant stories gathered through the evaluation demonstrate that progress can also involve increased confidence and independence, and a greater ability to participate in society and working life.

SWOM carries this perspective forward in its own practice and in the knowledge it shares with employers and other organisations. The experiences gathered in Lithuania and Finland provide practical (international) examples of how organisations can work with local networks and adapt supported employment to the circumstances of their own communities.

The meaningful-story approach can also help ensure that the experiences of participants themselves remain visible. They can also be used for awareness raising and dialogue with employers and other stakeholders, with proper consent.

In Finland, the project took place during a challenging labour market situation, which limited employment opportunities for many participants. Despite these circumstances, significant progress was achieved at the individual level. Participants developed greater confidence in their own abilities, identified personal strengths and gained a better understanding of their employment and career goals.

While employment was not the outcome for every participant, many gained valuable skills, practical job-search experience and increased confidence in their ability to navigate the labour market. The workshops and individualized support provided through the project helped participants strengthen their job-search skills, improve their understanding of working life and take meaningful steps towards employment, education or other future opportunities.

These changes were also reflected in the participants' stories collected during the project. Many described increased self-confidence, a stronger belief in their own capabilities and a greater willingness to pursue employment or other personal goals. The stories demonstrate that progress is not measured only through employment outcomes, but also through personal growth, increased participation and the development of skills and confidence that support future transitions into working life.

6 DISSEMINATION

The communication plan of the project has been comprehensive, and its progress has been monitored throughout the project period. In addition to the websites dedicated to the project, the partners have also used other communications channels of their organizations, e.g., Facebook, to support the dissemination of the project. The partners have disseminated project's news and discoveries in pre-agreed monthly turns. The progress of the communication plan has been monitored by the lead partner ŽISPB. The dissemination has taken place in online and live events.

Furthermore, the partners have attended live events and meetings arranged by other actors to present the project and its opportunities and results. In addition to national dissemination, there have also been international dissemination events. In total over 30 social media posts and over 20 events involving the project have taken place during the project period.

The project has also produced three mid-evaluation reports and the final evaluation report. At the end of the project period, the experiences and discoveries of the project were shared with the public in the final international conference, which took place live in Šiauliai Lithuania on 2 October 2026. The conference presentations included the presentations of shareholders (e.g., employer and participant presentations) and the project partners and a panel discussion. The conference had 69 participants.

Dissemination does not end with project. ŽISPB will continue using and disseminating the SWOM model, the White book, the implementation guideline, case studies, testimonials and evaluation findings through its organisational website, social-media channels, professional networks, training activities and meetings with stakeholders. The materials will also be used internally when introducing new employees to ŽISPB's employment-support approach and when transferring knowledge from the four SWOM trained employees to the wider team.

The project's findings will be presented through existing cooperation structures, including the Social Breakfast network, BNI, the Šiauliai Industrialists' Association and meetings with the Employment Service, municipalities, probation services, social-service providers, NGOs and employers. The results can also inform future project proposals, training programmes, policy discussions and the development of services for socially vulnerable people.

Dissemination after the project will focus not only on presenting completed outputs but also on demonstrating their continued practical application. Experiences from the new three-year employment-support project will provide further evidence of how the SWOM model can be adapted to a broader range of target groups in Lithuania. Lessons from this continued implementation can be shared with the project partners and with other Lithuanian and European organisations working in supported employment and social inclusion.

For ŽISPB, the sustainability of *Revealing the Hidden Resources* lies in the professional capacity that remains within the organisation, the continued employment-support service, the

employer and referral networks that have been developed and the direct application of the model in newly funded work. The project's results will therefore continue through day-to-day practice rather than remain only as completed deliverables.

After the project, SWOM can continue to contribute to the dissemination of its results by sharing the lessons learned from its international implementation. Most importantly, the project has generated practical knowledge about how the SWOM methodology (which was developed in a Dutch context) can be adapted and applied in different European contexts. SWOM is able to share this experience through its various existing professional networks, through presentations, workshops, intervision sessions and/or future European partnerships.

Overall, for SWOM, the sustainability of Revealing the Hidden Resources lies in retaining and sharing the knowledge generated through international cooperation. The project has strengthened SWOM's experience as an international knowledge partner, created valuable relationships with organisations in Lithuania and Finland, demonstrated the value of cross-border intervisions, and introduced additional approaches to evaluating and communicating our methodology with (international) partners. These elements can continue to inform SWOM's practice and its cooperation with other European organisations after the formal project period ends.

At Valo-Valmennusyhdistys, the results of the Revealing the Hidden Resources project will continue to be integrated into guidance, coaching and support services for young people and others facing challenges in the labour market. The experiences gained during the project have strengthened the identification of participants' strengths, the development of employability skills, and the creation of individual pathways towards employment. Lessons learned through the employment-related workshops and job-search activities implemented during the project can be directly applied in everyday client work.

The knowledge, methods and materials developed through the project will be disseminated within VALO through internal training sessions, workshops and collaborative development activities. The results will also be utilised in current and future projects as well as in cooperation with employment services, municipalities, educational institutions, employers, NGOs and other regional stakeholders. The White book, evaluation findings and practical examples from the project provide concrete tools for service development and for strengthening the quality of client guidance and support.

VALO will continue to build on the national and international networks strengthened through the project. The connections established with employers, employment services and other labour-market actors during the project will continue to support participants' progress towards education, employment and active social participation. For VALO, the lasting impact of the Revealing the Hidden Resources project lies in the strengthening of a practical, strengths-based approach and the integration of the knowledge gained through the project into the organisation's day-to-day operations beyond the formal project period.

Humak will continue to use the lessons learnt and evaluation results in teaching of community educator students. Humak will also continue dissemination in academic world after the project. For example, a paper will be delivered at Annual Conference on Youth Studies in a working group concentrating on youth unemployment in Finland in December 2026.

Good project cooperation experiences leave a door open for future collaboration regarding inclusive employment and social inclusion initiatives. The partners are open to the idea of working together again. The partnership formed in this project is also one sustainability results. However, the partners may also spread their knowledge on the theme in different consortiums and reach more organizations in more countries in future initiatives and widen the sustainability of the results.

7 CONCLUSION

All partners of the project are well-established organizations and have strong professional networks. This has been one of the key factors for securing the sustainability of the project. Throughout the project the partners have been committed to creating a model which would continue to exist after the project's completion in their countries. From the very beginning of the project, the piloting partners believed in the SWOM model. During the project period, practice has also shown the model works. Belief in the model, good experiences using it and highly professional project staff were another key factor for securing the sustainability of the project.

The project has responded to the challenges deriving from the different national contexts, such as the lack of similar legislative incentives than what is in the Netherlands or the differences between the educational background compared to the Dutch target group. The piloting partners, Lithuania and Finland, applied the SWOM model to their national situation. The work done related to the applying the model to the national contexts has contributed to the transferability and durability of the model in the piloting countries.

The guidebook "SWOM Model. Implementation, Guidelines for Practitioners in Lithuania and Finland" and the White Book written by the project staff contribute to the transferability of the SWOM model to other countries too. Furthermore, the partnership, which has strengthened in the course of the project and evolved into the network at the end of the project, will continue to support the further dissemination of the model and the lessons learned in the project.

As to the young clients of the project and their employers, employment and new working life paths, deeper understanding of the young talents and potential of these clients testify to a future which is possible thanks to the participation in the project. For young people who participated the project and told their stories future contains belonging to the community, being included and heard, and discovery of the confidence in the ability to grow further.