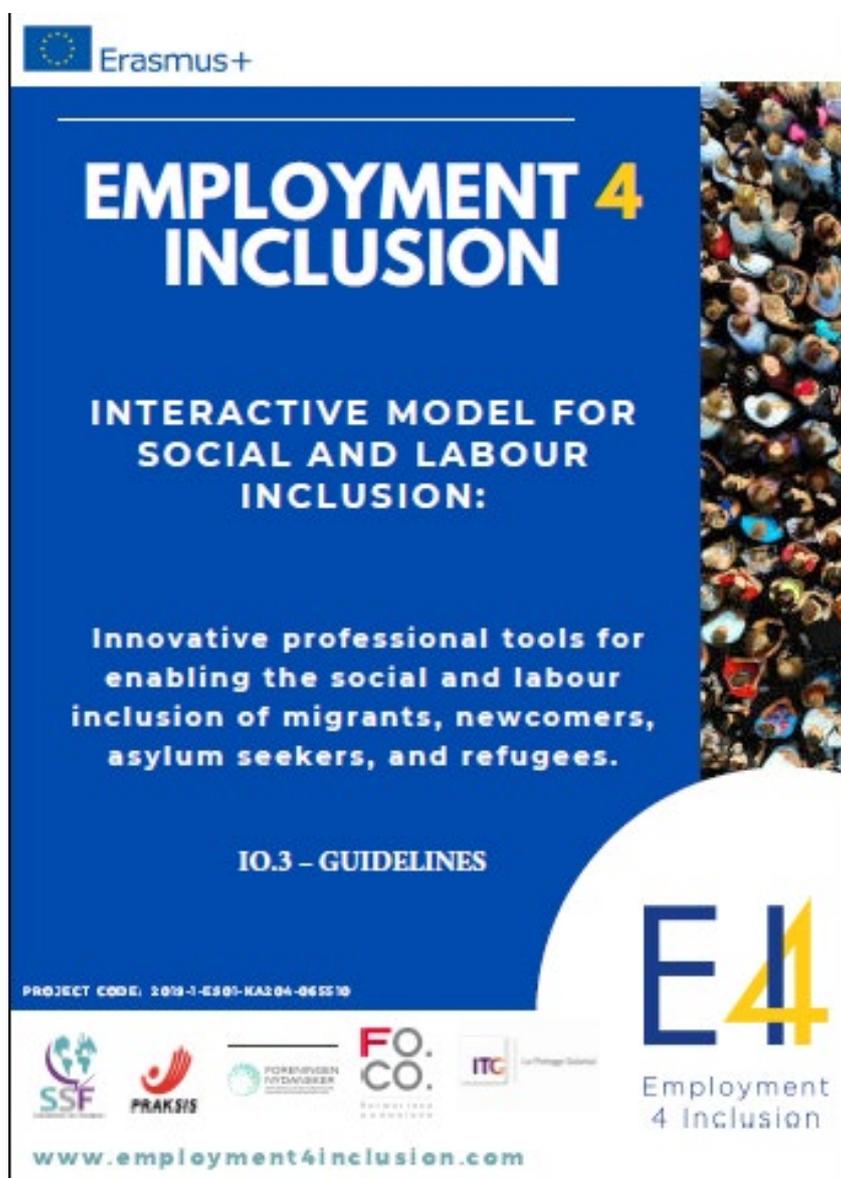


GUIDELINE 7 FOR PUBLIC INSTITUTION (SUCCESS STORIES)



The image shows the cover of a document titled 'EMPLOYMENT 4 INCLUSION'. The cover is primarily blue with white and yellow text. At the top left is the Erasmus+ logo. The main title 'EMPLOYMENT 4 INCLUSION' is in large, bold, white letters, with the number '4' in yellow. Below the title, it says 'INTERACTIVE MODEL FOR SOCIAL AND LABOUR INCLUSION:'. A paragraph follows: 'Innovative professional tools for enabling the social and labour inclusion of migrants, newcomers, asylum seekers, and refugees.' Below this is 'IO.3 – GUIDELINES'. At the bottom left, the project code 'PROJECT CODE: 2019-1-ES01-KA204-065510' is listed. The bottom section contains logos for SSF, PRAKSIS, FORENINGEN NYDANSKER, FO.CO, and ITC. On the right side, there is a large 'E4' logo with 'Employment 4 Inclusion' written below it. The right edge of the cover features a vertical strip of a diverse crowd of people.

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EMPLOYMENT 4 INCLUSION

INTERACTIVE MODEL FOR
SOCIAL AND LABOUR
INCLUSION:

Innovative professional tools for
enabling the social and labour
inclusion of migrants, newcomers,
asylum seekers, and refugees.

IO.3 – GUIDELINES

PROJECT CODE: 2019-1-ES01-KA204-065510

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IO.3 – Success stories (module 7)

Collection of successful stories of synergies between civil society, public bodies and companies for the social and labour inclusion of MNAR

ZONE 3 – Success stories of synergies Public - Companies

MODULE TOPIC: Success stories of synergies Public - Companies

DESCRIPTION OF THE MODULE

AIMS AND LEARNING OUTCOMES

Aim of Zone 3 is to train **professionals with success stories of synergies Public - Companies.**

Module 7 deals with **synergies: a collection of successful stories of synergies between civil society, public bodies and companies for the social and labour inclusion of MNAR.**

In this module, you will find the following set of activities and training courses:

Partner	Name of guidelines	Type of activity
SSF	AVANZANDO project (to strengthen the active social inclusion and personal autonomy of people in vulnerable situations in the municipality of Alcorcón and other municipalities of the South Metropolitan Crown of Madrid Region).	Individual interviews, group trainings, labour prospecting actions and psychosocial support were carried out during the whole process.
AND	Novo Nordisk' Mentor and Internship program (to give the chance for refugees to do an internship in Novo Nordisk, gain a lot of practical skills in a specific area.)	Program encouraging managers to sign up their departments or teams for The Novo Nordisk Refugee Internship Programme, for refugees to help them clarify their skills and to get them closer to the Danish labour market (for 13 weeks).
FOCO	Make System beyond welcoming (an inclusion program for people in conditions of vulnerability carried out several NGOs, social cooperative, public entities, companies, and voluntary associations)	Program and opportunity to give a new dimension, made of inclusiveness, to companies, families, associations, public bodies
ITG	The “refugee food festival” (a private/public initiative)	A citizen initiative aimed at valuing talent and facilitating the professional integration of refugee leaders via food restaurant.
Praxis	Business Coaching centre for people with social vulnerability	A business development centre that offers its services free of charge and focuses on people with social vulnerability

Partner: SSF

1. Title (English)

AVANZANDO project

2. Objective:

AVANZANDO project aims to strengthen the active social inclusion and personal autonomy of people in vulnerable situations in the municipality of Alcorcón and other municipalities of the South Metropolitan Crown of Madrid Region. To this end, a series of training actions were developed to improve their employability and job insertion. The users/clients also received psychosocial support during the labour inclusion process.

3. Activity:

The collaboration between social entities and the public administration offers great benefits in the processes of labour orientation for MNAR. One example is the case of Abdelkarim, a 51-year-old Moroccan man who, after 12 years in Spain, was able to regularize his employment situation thanks to one of the employment guidance projects offered by Solidaridad Sin Fronteras (SSF) in collaboration with the City Council of Alcorcón (Madrid, Spain). Thanks to the coordination between SSF employment technicians and social workers from the City Council of Alcorcón, it was possible to achieve Abdelkarim's labour goals and develop an individualized insertion itinerary, finding a job as a painter in a company in the southern area of Madrid Region.

4. Methodology:

To fulfil the objective of social and labour inclusion, the SSF team was in close coordination with the Alcorcón City Council team. Individual interviews, group trainings, labour prospecting actions and psychosocial support were carried out during the whole process.

5. References:

<http://www.ssf.org.es/es/node/288>

Partner: AND

1. Title (English)

Novo Nordisk's Mentor and internship program (in collaboration with the Association New Dane)

2. Objective:

The objective of the Novo Nordisk' Mentor and Internship program is to give the chance for refugees to do an internship in Novo Nordisk, gain a lot of practical skills in a specific area.

The aim of the programme is not to employ the interns after the 13 weeks, but to help them clarify their skills and to get them closer to the Danish labour market.

3. Activity:

Rania is a Syrian refugee woman, who came to Denmark in 2014. She has a bachelor's degree in English literature and has previously, before she came to Denmark, worked as a project coordinator. She entered the Novo Nordisk' Mentor program for six months. For her this was a positive and instructive experience. She explains that her mentor's expertise and personal commitment meant that she received important feedback in relation to communication and human relationships, but also in relation to what it takes to develop professionally within an organisation. She learned how to focus on her goals and which specific competences were required to reach it. At the same time, she gained an insight into Danish work culture and the unwritten rules that can be crucial to success. When the six months had passed, Rania was lucky to get an internship at Novo Nordisk, which for her was a dream coming true. Here she worked in the department called Study Programs, Global Medical Affairs, and she felt like she was considered part of the team. She was given meaningful tasks and she constantly learned something and developed professionally. The internship gave her some of the competencies she was missing and everyone she met during her internship helped her build confidence and experience. When Rania's internship ended, she started in a longer maternity leave as Clinical Trial Administrator at Novo Nordisk.

4. Methodology:

Novo Nordisk and Foreningen Nydansker have partnered up to support 15 refugees with academic backgrounds pursuing a career in Denmark. Novo Nordisk have encouraged their managers to sign up their departments or teams for The Novo Nordisk Refugee Internship Programme, which involves both the department manager and several of the employees. The involved managers and employees are all going through a four-hour training programme designed and executed by Foreningen Nydansker, which will prepare them for the 13 weeks of internship where they will help and support the refugees, train their language skills, and uncover their professional skills and strengths. The internship lasts for 13 weeks, three days a week. The aim of the programme is not to employ the interns after the 13 weeks, but to help them clarify their skills and to get them closer to the Danish labour market.

5. References:

<https://www.foreningen-nydansker.dk/nyheder/det-var-en-drom-der-gik-i-opfyldelse>

Partner: FOCO

1. Title (English)

Make System beyond welcoming

2. Objective:

Make System beyond welcoming – to which Foco is partner – is an inclusion program for people in conditions of vulnerability carried out several NGOs, social cooperative, public entities, companies, and voluntary associations. The purpose is built pathways of socio-economic integration for young people and adults, minors and adults, foreigners (and Italians) through the creation of a voluntary network among realities already operating in the territories. The national network is made up of families, companies, associations, institutions, and people that developing a collaborative and participatory methodology can realize the real inclusion of the weakest within our society. The program has received various funding and expanded to the level national.

3. Activity:

To make system beyond the welcoming is an opportunity to give a new dimension, made of inclusiveness, to companies, families, associations, public bodies.

- Companies participate in the program in different ways; they activate internships, apprenticeships, and vocational training, which can help the young beneficiaries in their job placement and are supported in paths of diversity management and sensibilisation of staff
- The families support and facilitate the integration of the beneficiaries, accompanying, welcoming, sharing. They offer a safe family environment on which to rely and experience the warmth of human relations by welcoming beneficiaries for short or long periods.
- The associations and bodies of civil society provide the skills and experience, depending on the sector in which they operate.
- Public bodies, such as municipalities, schools, adult education centres, social services support the different activities of the program: from the identification of vulnerable people to the provision of services and subsidies.

4. Methodology:

The program aims to develop a participatory and collaborative methodology that promotes the protagonist of the local communities in which migrants live, which enhances the potential of each specific actor. Families have a potential for listening, welcoming, unique social inclusion to improve relational skills of the beneficiaries. Companies have a capacity to transfer technical knowledge and economic integration that no other actor can have in equal measure and which will give beneficiaries economic autonomy. With this approach we intend to favour multidisciplinary and multi-level forms of action that create "intercultural" value, to offer a model of cultural diversity management open to the future, based on the dignity of each person and on the idea of a common humanity, and to enhance the protagonist of the migrants towards full autonomy and full socio-economic integration.

5. References:

<https://www.faresistemaoltrelaccoglienza.it/>

Partner: ITG

1. Title (English)

The “refugee food festival”

2. Objective:

- A YEAR FESTIVAL: Every year in June, where partnerships are created between refugee cooks and local restaurateurs, in 15 cities around the world.
- A RESTAURANT TREMPLIN with "La Résidence" is a springboard restaurant dedicated to refugee cooks in the heart of Paris, open to all from Wednesday to Sunday.
- A KITCHEN TRAINING: The SESAME program trains refugees in the profession of kitchen clerk.

3. Activity:

“WHEN RESTAURANTS ENTRUST THEIR KITCHENS TO REFUGEE CHEFS, THE TIME OF A GOURMET AND SOLIDARITY FESTIVAL.”

The annual festival is a travelling citizen initiative aimed at valuing talent and facilitating the professional integration of refugee leaders. The event takes place simultaneously in several cities around the world, around June 20, World Refugee Day. To date, four editions have been organized, in 2016, 2017, 2018 and 2019.



4. Methodology:

The methodology based on trust and initiative. One day a year, restaurateurs leave their kitchens to MNAR for the making of new and new menus, with the usual teams and customers, to promote the situation and the enrichment of mutual experience.

5. References:

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

<http://www.leparisien.fr/societe/immigration-ces-refugies-aux-parcours-remarquables-24-05-2019-8078577.php>

Partner: Praksis

1. Title (English)

Business Coaching centre for people with social vulnerability

2. Objective:

The aim of the program (PRAKSIS BCC) is to support people with social vulnerability, who face economic and social exclusion, to create a better future for themselves and their families through entrepreneurship. Beneficiaries of the project can be both Greek citizens and MNARs whose legal documents are in force. PRAKSIS BCC concentrates on people with viable business ideas who need skills development and support to turn their idea into a viable business. The program started in 2014, during the Greek financial crisis, and has already led to the creation of 157 small businesses and 359 new jobs. Since 2016 it is being funded by the Citi Foundation.

3. Activity:

PRAKSIS BCC is a business development centre that offers its services free of charge and focuses on people with social vulnerability. It is based on an innovative, holistic approach that offers aspiring entrepreneurs the support, knowledge, and skills they need to make their business dreams come true.

The method of the program is unique and widely acknowledged (three awards on Education Business Awards) for the following reasons:

1. It is a holistic as it focuses on the development of the business idea, but also on the development of the entrepreneur himself.
2. It caters to the individual needs and goals of each project, following a personalized approach.
3. It places emphasis on personalized coaching and deals with any limiting preconceptions that might have been created by unemployment or social vulnerabilities.
4. It is open to all business ideas, of all sectors, without a prerequisite of innovation.
5. It offers networking and mentoring capabilities and the valuable interaction with distinguished and successful Greek entrepreneurs, through monthly meetings and discussions. The group of BCC Ambassadors includes businessmen who participate in PRAKSIS BCC, holding meetings and discussions with young entrepreneurs, sharing their knowledge and especially their valuable experience.

Apart from the above, PRAKSIS BCC holds every year an entrepreneurship competition. This competition gives the beneficiaries the opportunity to claim a cash prize, but also to promote their business idea and test themselves in difficult pitching conditions.

4. Methodology:

The program operates in cycles. Each cycle lasts 4 months and includes 30 business ventures. PRAKSIS BCC uses three main tools in parallel during each cycle:

1. Personalized business consulting, for the development of the business idea. Recognized and distinguished business consultants offer their knowledge and



guidance to aspiring entrepreneurs through personal sessions. The work done is individualized and meets the needs of each business project.

2. Personalized business coaching where we concentrate on the entrepreneur himself. Accredited coaches who participate in the program, help the entrepreneur to find an alternative way of managing challenges, to work on targeting issues, to discover his strengths and weaknesses but also to develop the social / personal skills (soft skills) required for business success. In cases of group projects, the effect of coaching is extremely useful, in terms of role allocation and team dynamics.
3. Group training sessions for the development of knowledge regarding entrepreneurship. Within each cycle, at least 6 independent group seminars are implemented with the aim of training new entrepreneurs in areas that are considered important for the survival of a small business. The speakers of the seminars are recognized market players from distinguished organizations such as Deloitte, Citi Greece, Oriflame, HAEC, KEMEL that participate voluntarily in PRAKSIS BCC.

5. References:

<https://praksisbcc.gr/>

<https://www.capital.gr/market-news/3268960/anakoinothike-o-nikitis-ton-praksis-bcc-business-awards>

<https://www.epixeiro.gr/article/142314>

<https://www.skywalker.gr/elGR/nea/eidisi/BlogPost/%CE%88%CF%87%CE%B5%CE%B9%CF%82-%CE%BC%CE%B9%CE%B1-%CE%B5%CF%80%CE%B9%CF%87%CE%B5%CE%B9%CF%81%CE%B7%CE%BC%CE%B1%CF%84%CE%B9%CE%BA%CE%AE-%CE%B9%CE%B4%CE%AD%CE%B1-%CE%88%CF%87%CE%B5%CE%B9%CF%82-%CF%84%CE%B7-%CF%83%CF%84%CE%AE%CF%81%CE%B9%CE%BE%CE%B7-%CF%80%CE%BF%CF%85-%CF%87%CF%81%CE%B5%CE%B9%CE%AC%CE%B6%CE%B5%CF%83%CE%B1%CE%B9-%CF%83%CF%84%CE%BF-Praksis-BCC>

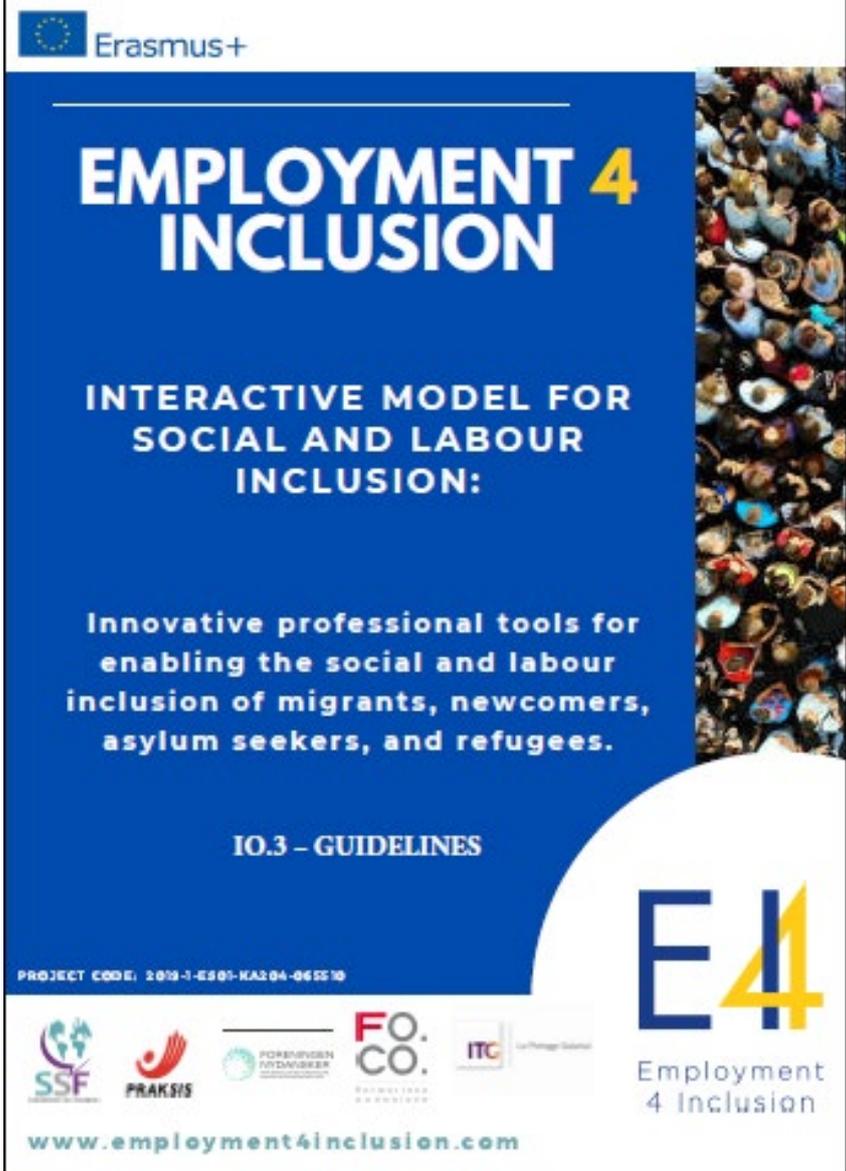
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GUIDELINE: CONCLUSION



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IO.3 – GUIDELINES

PROJECT CODE: 2019-1-ES01-KA201-065519

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Challenges and lessons learnt:

This guideline is pointed out that there are several challenges in implementing and designing measures, such as how to:

- Reaching out to target groups.
- Ensuring gender balance.
- Cooperation among different actors.
- Impact of recent changes in legislation, policy, and bureaucratic procedures.
- Health issues.
- Education issues.
- Practical and logistical challenges in implementing measures.

As a conclusion, we realise that specific efforts seem to still to be done to improve local processes. Keep in mind the following statements when you want to set up a local partnership.

- Some integration measures work well when they are compulsory.
- Using refugee role models can help to promote participation.
- Target groups must be made aware of the measures available.
- Ensuring gender balance.
- Putting in place accompanying activities may help to boost female participation.
- The presence of women in cultural orientation courses helps to promote equality.
- Close cooperation between different actors supports integration.
- Public services may take up different roles, impacting on cooperation with service providers.
- Impact of recent changes in legislation, policy, and bureaucratic procedures.
- Budgetary cuts may impact on future implementation of measures.
- Bureaucratic procedures slow down implementation.
- Policies in place in Member States can influence implementation.
- Health issues.
- There is a need for psychological monitoring and support for target groups.

Some useful tips:

TOPICS	TIPS FOR POLICY MAKERS & PUBLIC AUTHORITIES
<p>Policy messages Emerging trends and future outlook.</p>	<p>Public authorities and services, in collaboration with other actors in the Member States, should actively learn from the implemented measures in their specific national contexts to ensure preparedness and an effective response should flows again in the future. Replicability and transferability of success factors should be encouraged: coordination actions (e.g., cooperation of different networks) at EU level could play a leading role in this.</p> <p>As most persons granted asylum in the EU are young and male (approximately 65% of beneficiaries of international protection are male and in the 18–35 age group), it is expected that in the coming two to three years, family reunification will increase as these individuals are joined by their spouses and other family members.</p>

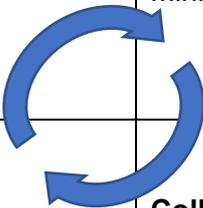


	<p>In preparation for this expected trend, public authorities and public services should devise special integration measures for the expected newcomers. These measures will most likely fall into other immigration channels (i.e., legal migration rather than asylum), which may limit the entitlement of new arrivals to special integration measures that target refugees specifically. Women are most likely to make up a large share of this group, and thus paying attention to gender-specific integration needs is expected to be an important area in coming years. Specific measures may also have to be devised for reunifying children.</p>
<p>Prerequisites for successful social integration</p>	<p>By offering possibilities for participation in community activities such as sports and other recreational activities, integration can be promoted as an easy way to familiarise newcomers with their new societies.</p> <p>The design and implementation of integration measures should be carried out in collaboration with different actors as this will improve feasibility and take-up of initiatives.</p>
<p>Designing and implementing integration measures with the 'end user' in mind</p>	<p>It is important for public services to bear in mind the extent of interdependency among different integration dimensions when adjusting existing measures or developing new ones.</p> <p>Design of integration measures should consider the specific cultural characteristics of the end users.</p> <p>Public services should involve refugees more closely in the design and implementation of integration measures, so that their perspectives and experiences can become embedded in the measures. Using role models or 'experts by experience' is also beneficial, as they may anticipate obstacles that are not evident to public authorities or service providers involved in designing integration measures.</p> <p>Education measures should also cater for those who are illiterate or who have not been in education, as these individuals make up a relatively large proportion of the recent arrivals.</p> <p>In cases where outreach is required, this should be more systematically built into the design of the integration measure. Outreach should ideally be driven by public services and complemented by service providers through, for example, social media outreach or targeted outreach in reception centres.</p> <p>Policymakers need to counteract negative developments by providing clear and accurate information on the implementation of measures and by educating the public about the needs of integrating refugees and asylum seekers across Member States.</p>

Recommendations:

The focus of a whole approach to better integrate and coordinate policies and services to achieve common goals and respond to an identified high-priority issue or need within the community. Whole approaches and processes are not resulting in informed and coordinated service planning and delivery. key is to promote an informed and coordinated approach.

<p>Networking Exchange of information for mutual benefit. Informal relationship. Minimal time and trust. No sharing of resources.</p>	<p>Coordinating Exchange of information for mutual benefit. Alter activities. Formal relationship. Requires moderate time and trust. Minimal sharing of resources.</p>
<p>Cooperating Exchange of information. Alter activities. Formal relationship. Sharing resources to achieve a common purpose. Requires substantial time and trust. Some sharing of risks and rewards.</p>	<p>Collaborating Exchange of information. Share resources. Enhance capacity of another to achieve a common purpose. Formal relationship. Extensive time and trust required. Sharing risks, responsibilities, and rewards.</p>



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State Services Authority, Victorian app

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